

Internship Report

LinkedIn as the Upcoming Recruitment Tool and
Top Management, Graduates and Student's
Exposure to LinkedIn
in Bangladesh



Ahmad Ullah Adit

1/14/2016

Letter of Transmittal

January 14, 2015

Showvonick Datta
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BRAC Business School
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Subject: Submission of Internship Report

Dear Sir,

With enormous gratification I am submitting my internship report titled **‘LinkedIn as the Upcoming Recruitment Tool and Top Management, Graduates and Student’s Exposure to LinkedIn in Bangladesh’** that you have assigned to me an essential requirement for my B.B.A. Graduation. It is really an enormous prospect for me to assemble vast information and analyze the data in an appropriate way. I have found the research activity fairly attractive, valuable & intuitive and tried my level best to prepare an effective & creditable report.

I sincerely, not only anticipate that the analysis will assist to provide a clear idea about the importance of LinkedIn as a recruitment tool, top management’s information disclosure, availability and connection in the LinkedIn and students, graduates and recent job holders view regarding it but also optimistic enough to believe that you will find this paper’s worth for all the labor I have put in it. I welcome your entire query & take pride to answer them.

Yours Sincerely,

Ahmad Ullah Adit

ID-12104133

Letter of Authorization

January 14, 2015

Dear Reader,

This internship report has been conducted to fulfill the essential requirement for completion of internship and B.B.A. Graduation of BRAC University. This is an original research work done by me. Therefore, permission is required before using any information or data of this report. The authorization of this report is applicable till any further notice.

Thanks for your time.

Sincerely,

Ahmad Ullah Adit

ID: 12104133

B.B.A. Program

BRAC Business School

BRAC University

Acknowledgement

In the course of completing this report, I had assistance from a number of people without their cooperation; this report could never be completed. For that reason, I would like to thank them from the core of my heart. In this process, at first I would like to thank The All Mighty for making it possible for me to conclude my work properly within the specified time.

I am cordially thankful to Mr. Kamrul Huda, Chairman of Blue Horizon Partners and Mrs. Abida Ali, Executive Director of Blue Horizon Partners for helping me with various valuable recourses to complete my report. Also I express my deep gratefulness to my colleagues who gave me their ideas in preparing this report and valuable time to fill up the secondary information for the research. Without their time and dedication, my depth of knowledge about the subject matter could not be flourished and completion of this paper within the short period of time would not be viable.

I would like to provide my heartiest admiration to BRAC University as well my Internship Supervisor Mr. Showvonick Datta for providing me the ground to earn good insights about this paper. This is indeed a good way of learning and I really appreciate his efforts towards giving me a proper line of directions.

I am also extending my heartfelt thanks to my coworker Munmun Marium and Zubair Rahman for their continuous support, assistance and encouragement throughout the completion of this job.

Thank you all for making my report come to an end within the time.

Executive Summary

Bangladesh is a developing country with immense potential. With the changing world economy, Bangladesh is also pushing its boundary and moving forward in order to go beyond. In the process of doing so, the commercial organizations of the country need to demonstrate their existence and capability in a manner that work as branding for the organization. Thus, the top management's information needs to be available to all the stakeholders.

In the digital era of communication, the best method to know about someone or something is Internet. The reason for this is simple, it is the most available and affordable mean of communication and information sourcing. Thus, the topic titled 'LinkedIn as the Upcoming Recruitment Tool and Top Management, Graduates and Student's Exposure to LinkedIn in Bangladesh' is brought forward.

In this report, a thorough analysis regarding the potential of LinkedIn as a recruitment tool was done. Moreover, a research using primary data was done to gain insight of the students, graduates and recent job holders' perception in this matter. For doing so, a survey was done in BRAC Business School (BBS). BBS was chosen as a sample as time and resource to survey the whole population (all the students, graduates and recent job holders) was not available. Furthermore, a research was conducted using secondary data to find out Top Management's Exposure to the LinkedIn. For doing the research, a database was created consisting of the names, designations, contact information, LinkedIn account link of the organizations enlisted in Dhaka Stock Exchange. DSE was chosen as a sample as information about the whole population (all the existing companies' top management's information of Bangladesh) was unavailable and time constraining to collect. After gathering the required information, Microsoft Excel software was used to find out the outcome of the research. In the outcome, it has been found that, LinkedIn is still not a viable tool to carry out recruitment process alone. Along with this foremost outcome, several problems were also identified. It has been seen that most of the organizations in industries which are more exposed to the developed world, their top management are more or less active users of LinkedIn.

Moreover, among the top management post holders, the individuals from background of foreign studies, job experience are heavy users of LinkedIn compared to their counterparts.

Furthermore, among the female top management post holders, heavy user of LinkedIn are most common.

In the recommendation part of this report, it has been suggested that, Company Page are to be properly created and maintained in a regular basis, talent pipeline is to be created and updated to store necessary information about the potential candidates, while posting jobs in LinkedIn necessary precautions are to be thought of to maximize it's impact on the minds of potential candidates, gathering knowledge and awareness about LinkedIn is a must to utilize this tool to it's full potential and finally continuous effort is to be given towards building network and maintaining communication.

To sum up it can be said that although LinkedIn is a very powerful recruitment tool in many developed countries; the infrastructure, management techniques, process of communicating and exposure to internet in Bangladesh is adverse in terms of using LinkedIn as a recruitment tool alone. However, it is without a doubt a very good auxiliary tool in this regard.

Table of Content

Table of Contents

| | | |
|-------|--|----|
| 1 | Chapter 1: Organization | 8 |
| 1.1 | Introduction | 9 |
| 1.2 | About Blue Horizon Partners Limited | 9 |
| 1.3 | Mission & Vision..... | 10 |
| 1.4 | Services | 10 |
| 1.5 | Organization Chart | 13 |
| 1.6 | Responsibilities of Different Departments | 14 |
| 2 | Chapter 2: Job Responsibilities | 15 |
| 2.1 | Job Description..... | 16 |
| ➤ | Tenure of Employment | 16 |
| ➤ | Working Hours | 16 |
| ➤ | Remuneration | 16 |
| ➤ | Work Station | 16 |
| ➤ | Responsibilities | 16 |
| 2.2 | Specific responsibilities of the Job | 17 |
| 2.3 | Different aspects of Job Performance | 18 |
| 2.3.1 | Accounting and Finance | 18 |
| 2.3.2 | Webpage, Social Media and Marketing..... | 18 |
| 2.3.3 | Human Resource and Recruitment..... | 19 |
| 2.3.4 | Managerial Task | 19 |
| 2.3.5 | Business Development..... | 19 |
| 2.4 | Critical Observation and Recommendation..... | 20 |
| 3 | Chapter 3: Summery and Description of the Project..... | 22 |
| 3.1 | Origin of the Report | 23 |
| 3.2 | Rationale for Choosing this Topic | 23 |
| 3.3 | About LinkedIn | 24 |
| 3.3.1 | What is LinkedIn..... | 24 |
| 3.3.2 | Features of LinkedIn..... | 25 |
| 3.4 | Objective of the Report..... | 33 |
| 3.5 | Scope of Study..... | 33 |

| | | |
|-------|---|----|
| 3.6 | Limitation | 34 |
| 3.6.1 | Limitation of the Research:..... | 34 |
| 3.6.2 | Limitation of the Report:..... | 34 |
| 4 | Chapter 4: Project | 35 |
| 4.1 | Literature Review | 36 |
| 4.2 | Hypothesis..... | 38 |
| 4.3 | Research Design | 38 |
| 4.3.1 | Sources of Data Collection | 39 |
| 4.3.2 | Instrument: | 39 |
| 4.4 | Data Collection Time | 40 |
| 4.5 | Population..... | 40 |
| 4.6 | Sample..... | 40 |
| 4.7 | Sampling Technique | 41 |
| 4.8 | Data Analysis Technique | 41 |
| 5 | Chapter 5: Analysis and Findings | 42 |
| 5.1 | SWOT Analysis of LinkedIn..... | 43 |
| 5.2 | Preference of using LinkedIn vs. bdjobs among the BBS Students..... | 47 |
| 5.3 | Availability of LinkedIn Users among the Top Managements | 52 |
| 5.4 | Findings | 63 |
| 6 | Chapter 6: Problem Identification | 64 |
| 7 | Chapter 7: Conclusion | 66 |
| 8 | Chapter 8: Recommendation..... | 68 |
| 9 | Chapter 9: References..... | 72 |
| 10 | Chapter 10: Appendix | 74 |
| 10.1 | Appendix I (Survey result of BRAC Business School Students) | 75 |
| 10.2 | Appendix II (Database of Top Management) | 82 |
| 10.3 | Appendix III () | 85 |

Chapter 1: Organization

1.1 Introduction

Bangladesh is a developing country with huge prospects. It's economy is steadily growing and due to the availability of cheap labor, unproblematic and efficient communication and exposure to outside world through port facilities, air ways and rail & road; it is a great place to invest in. The business these days are founded by people with understanding and experience in the business field or by new entrepreneurs trying to bring a change. However, professionalism and corporate etiquette are not their strong point and as a result, they fail to create the atmosphere of mutual respect, gender equality and friendly work environment. Moreover, the lack of resources to find the right people for the job, demand for research and advisory services brought to light the company "Blue Horizon Partners Limited".

Blue Horizon Partners is a company founded by a group of visionaries and banking professionals who took the market gap as an opportunity and founded it in an effort to change the scenario of Bangladesh's corporate environment by providing training, consultancy service, assistance in HR recruitment, capacity building, corporate restructuring etc.

1.2 About Blue Horizon Partners Limited

Blue Horizon Partners is a diversified corporate advisory solution which began its journey on August 1, 2015 with aim to provide customized solutions to different corporate clients with sincerity and diligence. Its activity ranges from providing project advisory services to start up projects to financial structuring services, refinancing, recruiting, hedging and risk management, process analysis and improvement services etc.

In an effort to bring the corporate clients their required service, Blue Horizon Partners is building liaison with various HR Firms, Individual Consultants and Consulting Firms, Market research firms, various universities.

There are 1440 minutes in a day. That means we have 1440 opportunities daily to make a positive impact in our lives professionally, personally and socially.

Today's dynamic business environment calls for strong leadership skills, clear strategic objectives and a shared vision. At BHP we deal with companies and their teams to achieve what's most important to them personally, professionally and for their organizations. To maximize potential we offer various models of leadership development, training of various skill set, bridging bonds, creating scope etc. Our strategy provides the perfect platform to embrace change, manage growth and impact profitability through support, guidance, tools and accountability to create impact. At the end of the day even a small gesture can have a big impact.

1.3 Mission & Vision

Mission Statement:

"Blue Horizon Partners Limited is a catalyst for change in the traditional corporate structure that facilitates consultancy, recruitment and training for corporate clienteles through efficient, convenient and swift solutions to numerous predicaments in order to satisfy their requirements in an enthusiastic, professional and synergistic manner."

Vision:

Our vision is to become a leading and sustainable institution that gives unique focus on enhancing value through excellence in performance, high-end customer service, prompt & accurate information and best available use of technology. Our people are encouraged to think out of the box, propose innovative solutions and to bring best out of them in every aspect of their duties and finding ways to enhance clienteles' confidence and support.

1.4 Services

Blue Horizon Partners Limited offers diverse services that ranges from Corporate Advisory to Joint Venture Advisory. The services they are offering are as follows-

a. Corporate Advisory Services

Our corporate advisory solutions range from providing project advisory services to start up projects to providing Mergers & Acquisition advisory, financial structuring services, refinancing, recruiting, hedging and risk management services. The services offered are given below:

➤ Project Consulting

- Assistance in conceptualizing the project at the initial stage
- Conducting pre-feasibility studies to examine the viability of the project
- Preparing a Techno – Economic feasibility project report
- Arranging Funds for the Project
- Due Diligence
- Documentation of various project documents
- Syndication of debt on competitive terms
- Syndication of equity
- Arranging private equity.

➤ **Executive Recruitment**

The value of most corporate companies is generated by its people. That's why it is critical to have the right team supporting the client's needs. Within our areas of expertise, BHP maintains a strong network of talented executives and professional recruiters. Once we have determined company needs, we can tap many sources to identify qualified candidates to build a superior team.

➤ **Mergers and Acquisition**

In today's business environment mergers, acquisitions and joint venture transactions are becoming more and more important for large and even small size corporate to survive the ups and downs of the business cycle. Large corporate (both domestic and international) are aggressively looking for inorganic ways to expand both geographically and also across the product/segment categories to fuel their growth targets. Given, our long developed relationship with the corporate, we offer tailor made M&A advisory services to ensure a win-win situation for our clients in terms of price as well as the right strategic partner for the M&A transaction.

Specifically-

- Buy/Sell Advisory
- Identification of Potential Projects
- Business Valuation
- Due Diligence
- Assisting in Negotiation Process
- Financial Structuring
- Drafting and Execution of Transaction Documents
- Deal Financing
- Sell-Side Advisory including valuation, negotiations with potential client's evaluation of Bids etc.

b. Board Level Consulting

Assist in developing and implementing appropriate growth and exit strategies based on the defined client objectives.

c. Market Research

Expanding into a new market or evaluating existing market can be a daunting task. BHP helps our clients make smart buy vs. build decisions by providing analysis and understanding of current and projected future trends in specific industries. To supplement our team, we maintain a network of seasoned professionals and expert consultants who can provide additional in-depth data to help determine the client's best course of action.

d. Contribution Margin Analysis

For clients that are preparing to sell their businesses, or who simply need to know the source of their profitability, we help them assess their company's performance from the buyer's perspective. This information has been extremely useful for clients who are also seeking to consolidate, or grow their businesses, and need to better understand which of their clients, markets and/or facilities are producing the greatest value for them.

e. Joint Venture/PPP Advisory:

- Formulation of vision/strategy and preparation of Business Plan
- Partner Evaluation, Selection, Detailed Structure of Joint Venture and Due Diligence
- Negotiation and Legal Documentation
- Business Integration, Planning and Implementation, Managing and Monitoring of the documentation, transaction and transition process

f. Corporate Restructuring:

- Financial & Legal Due-diligence
- Optimization of Capital Structure & Asset Portfolio, Market and Cost-Benefit Analysis
- Operational Restructuring, Preparation of Business plan
- Funding Strategy, Preparation of relevant Agreements/ Legal Documents
- Infrastructure Advisory Services
- Facilitation of Credit Documentation
- Due Diligence
- Agreements & Document Review/Advice
- Pre-Investment Review
- Project Conceptualization and Feasibility Studies
- Risk Allocation, Assessment & Reasonableness of Cost
- Advise on Financing Options – Sources, Cost & Risk
- Financial Analysis& Modeling – Scenario Analysis

- Potential JV/Partner Profiling
- Negotiating Support for Equity Buy In
- Project Evaluation
- Credit Syndication – Domestic & Overseas
- Placement of debt & equity
- Capital Market Advisory Services

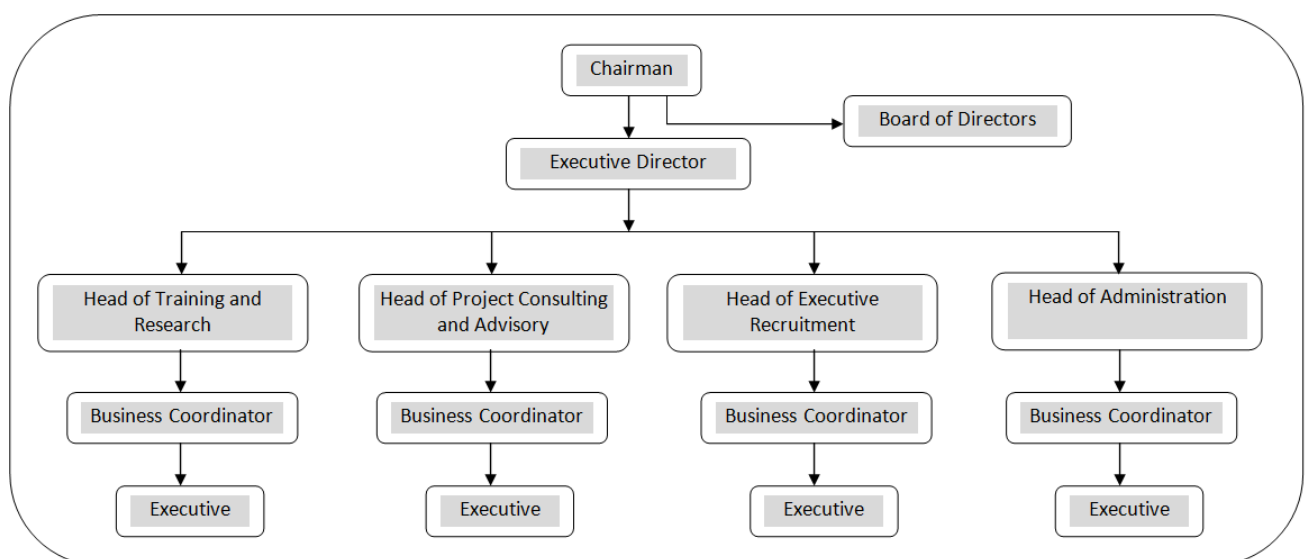
Our services also include:

- The provision of ongoing day to day corporate support
- Assisting clients to develop and maintain sound corporate governance practices
- Board and senior management training
- Drafting corporate compliance manuals

1.5 Organization Chart

Our board consists of seven distinguished Board of Directors, a Chairman and an Executive Director. Due to the diversity of job responsibilities, the company currently has four departments working under the supervision of the Executive Director. Each department is run by their individual department heads responsible for the management of their department, maintaining their staff, assigning responsibilities and maintaining relationship with other departments, the clients and other third parties.

Below is the organogram of Blue Horizon Partners Limited.



1.6 Responsibilities of Different Departments

Each department has their own duties and responsibilities. These are as follows:

a. Training and Research

The department of Training and research is responsible for the following duties:

- i. Organizing events
- ii. Conducting training and workshops
- iii. Acquiring trainer information and contacting related parties
- iv. Seeking opportunities and maintaining relation with various clients
- v. Conducting Research and/or assisting third-party research firms etc.

b. Project Consulting

Project Consulting Department performs activities such as:

- i. Assistance in conceptualizing the project at the initial stage
- ii. Conducting pre-feasibility studies to examine the viability of the project
- iii. Preparing a Techno – Economic feasibility project report
- iv. Arranging Funds for the Project
- v. Due Diligence
- vi. Documentation of various project documents
- vii. Syndication of debt on competitive terms
- viii. Syndication of equity
- ix. Arranging private equity
- x. Creating and maintaining prospective consultant database etc.

c. Executive Recruitment

Executive recruitment department has various activities. These are-

- i. Collecting CV
- ii. Creating database
- iii. Searching for recruitment opportunities
- iv. Maintaining relationship with individual employees and HR Firms
- v. Providing related services etc.

d. Administration

The administrative department has numerous responsibilities, such as

- i. Maintaining transaction record
- ii. Dealing with Banks
- iii. Recruitment of Company executives
- iv. Financing
- v. Business dealings
- vi. Logistics and Transportation etc.

Chapter 2: Job Responsibilities

2.1 Job Description

The Job Description of Internship consisted of the following details:

➤ **Tenure of Employment**

I was employed as an Intern of the company for the duration of three months. However, the opportunity was extended as so was required by the authority.

➤ **Working Hours**

Saturday to Thursday: 9.00 am – 5.00 pm (Due to necessity, you might be called on Fridays as well)

Lunch Hours: 1.30 pm – 2.30 pm

➤ **Remuneration**

The company paid a monthly gross remuneration of BDT 4,000 per month during the employment period.

➤ **Work Station**

During the employment period, the primary work station was at the company premises at House No. 16, Road No. 23, Block-B, Banani, Dhaka-1213. However, it was stated that one should be ready to work anywhere in Bangladesh and abroad of the company so desires.

➤ **Responsibilities**

- a) To be ready to work in conformity with the service rules and other policies of the company.
- b) To be required to carry out faithfully such duties, exercise such powers and comply with such instructions of the company in connection with its operation.
- c) To carry out such duties and job functions as may be instructed from time to time by the Executives or any other superiors of the company.
- d) During employment, one will (except when prevented from doing so by illness, accident or holidays) devote the whole of the employee's time, attention and skill during the company's usual business hours, and (in so far, as is reasonable, having regard to the nature of the

appointment) at other times, when necessary, to the affairs of the company, and, use endeavors to promote its interest.

- e) As an employee of the company, one ought to discharge the responsibilities with utmost sincerity and deploy maximum efforts to uphold the interest of the customers, employees, patrons, and members of the Board and other stakeholders of the company.
- f) One should exercise diligence and prudence in carrying out the work of the company and achieving the business targets set by supervisor.
- g) During the period of engagement, one shall at all times observe the rules and regulations of the company and conduct with propriety and decorum whilst in the company's premises.

2.2 Specific responsibilities of the Job

- a) Interacting or interviewing the clients, management personnel and other responsible people to effectively analyze the problem
- b) Preparing the company database for recruitment purpose
- c) Preparing content and layout of the company webpage
- d) Maintaining communication and keeping updated with the web developers
- e) Assisting the part timers and assigning specific duties to them
- f) Recording day to day transactions and clearing bills
- g) Responsible for creating and maintaining the Facebook page and LinkedIn account
- h) Keeping the directors updated through email regarding the company activities
- i) Assisting the Chairman and Executive director in various events
- j) Matching candidates to jobs to build a pool of potential applicants
- k) Screening and short-list candidates for employers to interview
- l) Building relationships with employers and job seekers

2.3 Different aspects of Job Performance

2.3.1 Accounting and Finance

The company's day to day transactions are maintained in Excel file and updated on a regular basis. Being the intern, I was responsible for the day to day entry of company transactions. I was also responsible for distribution of monthly petty cash allowance and keeping record of billing.

The responsibility of designing the appropriate payment amount for different training and workshop under the direct supervision of Executive Director also was given to me. It included detailed analysis of the trainer's compensation, the target customers, additional expenses, the amount of trainees, the capacity and location of the training etc.

2.3.2 Webpage, Social Media and Marketing

Webpage:

Being a fresh entrant in the corporate world, the company did not have any webpage. However, it was crucial for the company to materialize its existence in the internet for the purpose of reassuring the prudent and perplexed clients and as such, it was necessary for the company to create its own website.

In the process of doing so, it was necessary to look for the IT companies, their performance, the depth of professionalism and pricing and come up with a few names to contact and negotiate. I was actively involved in the process and we choose a capable company to give our work to.

It was also necessary for us to create the contents and give a visual demonstration of our expectation to the web developers. For this reason, we used a trial web page development tool and came up with a design. I gave a presentation of our expectation as the client and had constant connection with them regarding the matter.

Social Media:

Creating and managing Social Media is the best way for an organization to stay connected with its current and potential clients and thus, **Blue Horizon Partners Limited** created its own Facebook, LinkedIn and Twitter account. Creating the accounts and managing them also fell under my responsibility.

To keep the Social Media active and for promotion of the Organization, various promotional activities were undertaken with the supervision of senior management and assigned to us.

2.3.3 Human Resource and Recruitment

Recruitment and selection process is the ultimate responsibility of the senior management. However, creation of the Database, arranging the CVs, sorting etc. was a part of my job responsibility.

The Database consisted of almost 1000 company names, their office address, website address, contact information of CEO, CFO, COO, Head of HR, Head of Marketing, Head of IT etc.

2.3.4 Managerial Task

Managerial tasks such as dealing with correspondence, complaints and queries, preparing letters, presentations and reports, arranging appointments, delegating tasks to junior employees, attending meetings with senior management, managing filing systems and supervising and monitoring the work of clerical staff etc. also fell under my job responsibility.

2.3.5 Business Development

For making the business more successful and help it flourish, I along with one of my senior staff member would come up with plans to attract customers and enter new businesses. After every 15 days, a meeting was held where the proposed plans were discussed and decisions were taken regarding the next phase of the business.

Creating new entry points in the market was another of our business development strategy. We would search for new ways and new markets to enter and provide training. We would create lists of which type of business might require a specific type of training, do a cost benefit analysis and see how our resources can be best utilized to maximize their potential. If granted, we would move ahead with the plan.

2.4 Critical Observation and Recommendation

1. Absence of required number of employees:

Although the company is a new startup, in order to prolong its growth and ensure stable revenue earning, additional active employees are required.

Recommendation:

The Company needs to employ more employees and look for more opportunities to seize in the market.

2. Decision makings are time consuming

The lack of combination among the senior management and the time consuming nature of the board in taking decisions is another critical observation to be noted.

Recommendation:

In order to run the Company in an efficient and effective manner, quick decision taking and swift communication is required in the organization.

3. Requires more segmented concentration

The organization is currently focusing only on the training segment. However, it has plans to concentrate on every type of corporate needs; to make it successful, the company requires further assistance and liaison with other corporate consultants and agencies. However, segmented concentration could help play the organization a better role in this regard.

Recommendation:

Simultaneous planning and actions are to be taken for both short and long term activities and area of focus is in need of to be narrowed to ensure quality and precision in providing service.

4. Experienced employees required

For providing the clients satisfactory service, the experienced mid-level employees could work in a more effective manner. The entry level employees alone might not be able to carry on such task due to lack of skills and experience that are required for this duty.

Recommendation:

Experienced mid-level employees are to be hired and/or contracted to provide the service and to carry the company forward.

5. Additional capital required

The initial capital invested for the purpose of starting of the company is not sufficient to run the whole organization effectively. Cost minimization although is a key concern for any organization, a startup needs to invest heavily and smartly in order to create a strong base upon which it could rely on.

Recommendation:

This being the case additional capital is required if not now, a few months later.

6. Legal advisor needs to be appointed

In light of recent events that are not disclosed due to privacy issue and violation against the policy of the organization, the absence of a legal advisor was experienced. To take necessary legal steps against any outside obstructions and to help the top management take valuable decisions, a legal advisor is considered necessary.

Recommendation:

A legal consultant is to be appointed for the company.

Chapter 3: Summary and Description of the Project

3.1 Origin of the Report

This report was assigned by Mr. Showvonick Datta, internship supervisor, BBA program, BRAC University, Bangladesh. The assigned project titled **LinkedIn as the Upcoming Recruitment Tool and Top Management, Graduates and Student's Exposure to LinkedIn in Bangladesh** has been done under the supervision of Mr. Showvonick Datta, Lecturer, BRAC Business School, BRAC University as well.

3.2 Rationale for Choosing this Topic

In the age of Information Technology, internet is an integrated part of human life. Although developed countries are exploiting the benefits of it, the developing country such as Bangladesh is walking towards it. The necessity of internet is beyond questioning. However, the importance of social media is doubtful as debates exist both in favor and against its necessity. However, the professional media such as LinkedIn gives its users benefits to stay connected with the customers, getting in touch with vendors, recruiting new employees, and keeping up with the latest in business or industry news. Thus, to grow oneself in the standard of the world, it is necessary for the business and business personals of Bangladesh to rip the benefit from it as well.

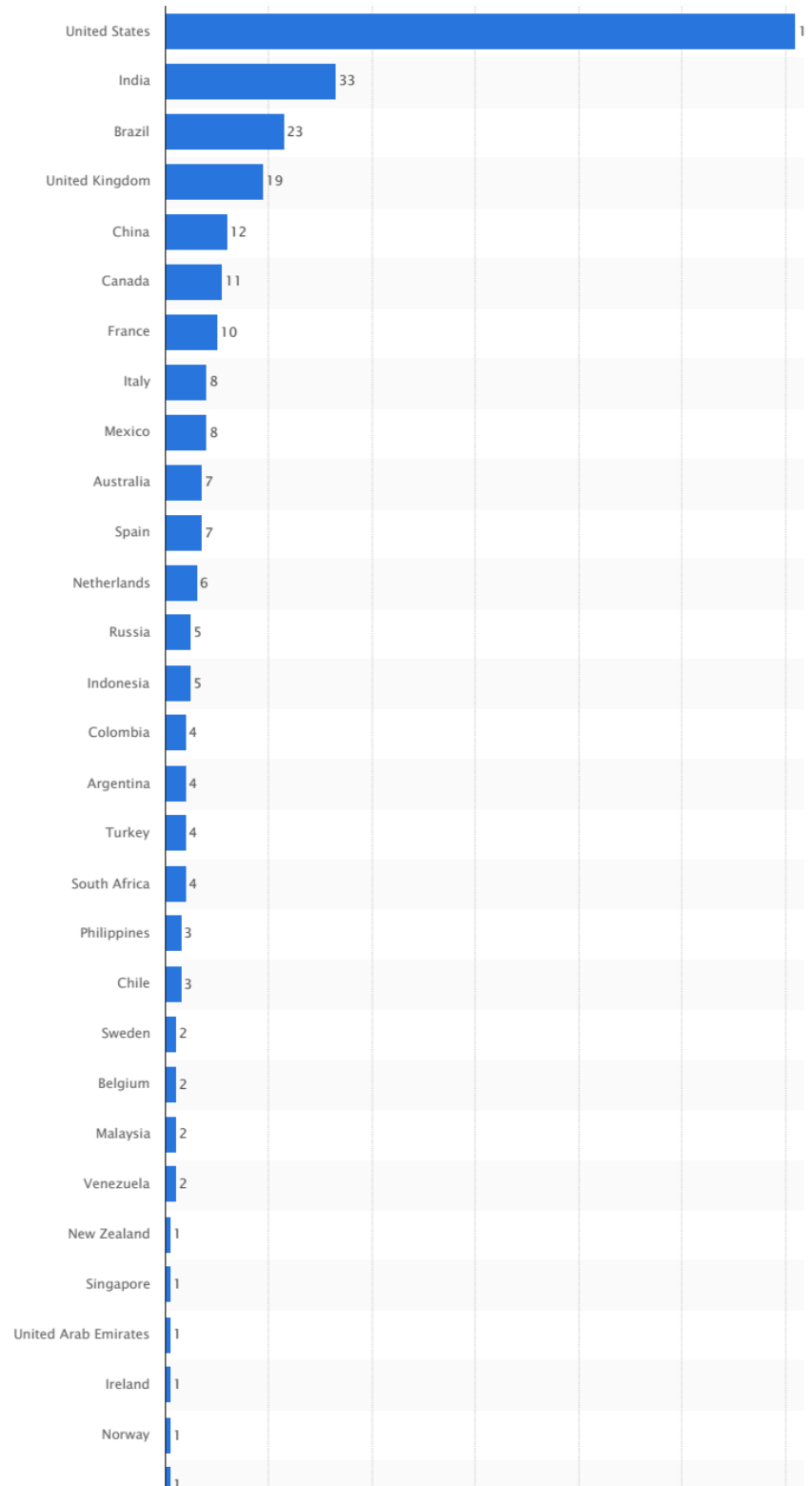
Being a student of Business School, social media for professionals and businesses is a very important issue and field to work with. Through my report I have been able to find the involvement of business professionals in social media for the purpose of profession and its effectiveness in terms of information compilation, recruitment purpose and creating liaison.

3.3 About LinkedIn

3.3.1 What is LinkedIn

Registered members of LinkedIn worldwide as of 3rd quarter 2015, by country (in millions)

This statistic ranked countries worldwide by number of registered members of LinkedIn as of the third quarter of 2015¹. There were over 19 million registered users in the United Kingdom and over 11 million registered users in Canada. Overall, the professional social network had more than 96 million members in European countries.

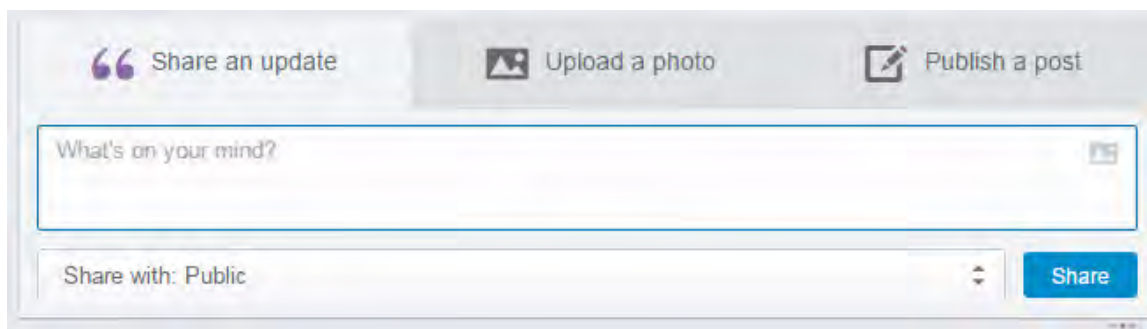


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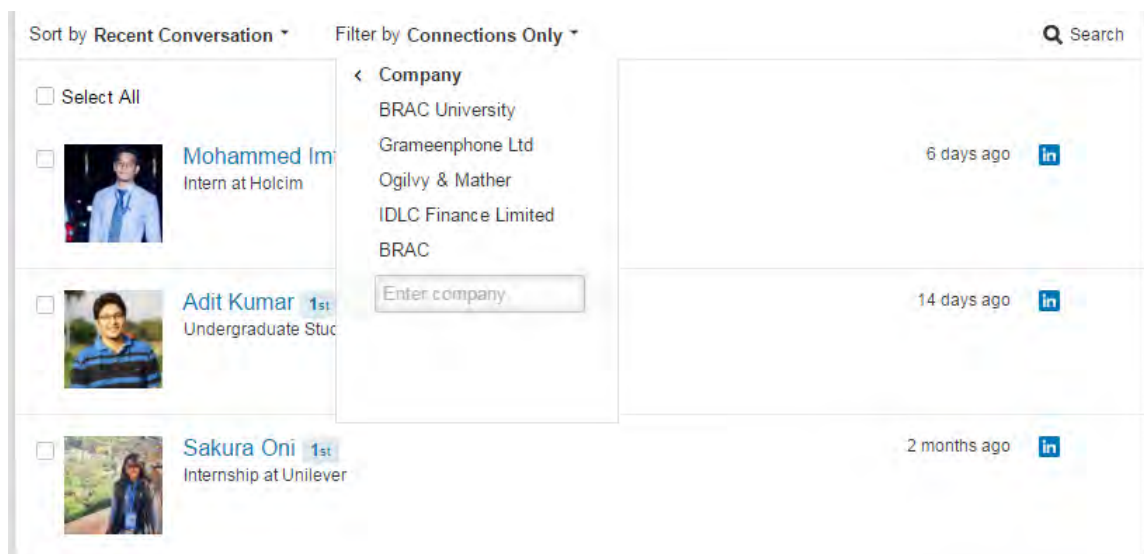
¹<http://www.statista.com/statistics/272783/linkedin-membership-worldwide-by-country/>

3.3.2 Features of LinkedIn



3.3.2.1 Posting updates

Posting updates allows people to share their point of views and circulate their interest to help their connections get an idea about them. From head hunter's point of view, what a particular person shares give them an idea about that specific person.



3.3.2.2 Organized contacts

LinkedIn by design organizes contacts based on company, location, industry, recent activity, and affiliation with that person. Additionally, LinkedIn users are also able to create new tags so that they can organize their contacts as they deem fit.

3.3.2.3 Recommendations

This feature helps people express their thoughts regarding their coworkers and works as a tool to show appreciation and respect for a fellow professional. A good recommendation from a reputed figure works tremendously in grabbing attention of the



Rezaur Razzak
Director- Centre for Entrepreneurship Development at BRAC University

Professor Mamun Rashid is an inspirational leader. For any young executive who aspires to be an organisational leader who can create great impact, Mr. Mamun Rashid is one of the finest mentors to work under.

January 22, 2015, Rezaur reported to Mamun at BRAC University

Managing Director & Citi Country Officer, Bangladesh
Citibank N. A., Bangladesh



Shafiq Rahman
Consultant, Entrepreneurship Development Project DCCI

I have had the experience of working with Mr. Mamun for mutual interest of both of our Financial Institutions while I was in Janata Bank, NCC Bank & Mutual Trust Bank Ltd. as Head of International Division & Managing Director and Mamun's stay in StanChart & Citi NA. I found him a very sincere worker with innovative ideas towards contribution to the institutions.


February 9, 2015, Shafiq was with another company when working with Mamun at Citibank N. A., Bangladesh

employers.

3.3.2.4 Endorsements


Endorsements are juvenile in the sense that based on it, judgments about people are prepared based on their endorsed skills. Moreover, LinkedIn demonstrates those skills in such a manner that delivers remarkable visual impact. By getting key skills endorsed, one can display his or her top ten skills in the order that is important to one's career

What skills or expertise do your other connections have?




Does **Smita Mahmud** know about **Social Media**?

Endorse




Does **Mushfiqur Rahman** know about **Project Managem...**

Endorse



Does **Smita Mahmud** know about **English**?

Endorse



Does **Kanti Kumar Saha** know about **Risk Management**?

Endorse

View more

Close

success.

“Giving targeted endorsements is a great way to acknowledge others. Giving them randomly – whenever LinkedIn suggests you should, whether you actually know about the person’s expertise in that area, has little value.”– according to forbs magazine.²It weakens one’s professed authenticity. Thus, giving endorsements timely is necessary. Endorsements like these have more significance to the beneficiary.

Top Skills

| | | | |
|-----|----------------------|---|--|
| 99+ | Corporate Finance | + | |
| 99+ | Structured Finance | - | |
| 99+ | Banking | + | |
| 99+ | Portfolio Management | - | |
| 99+ | Risk Management | - | |
| 99+ | Finance | - | |
| 99+ | Restructuring | - | |
| 99+ | Business Strategy | - | |
| 99+ | Investment Banking | - | |
| 99+ | Capital Markets | - | |

Mamun also knows about...

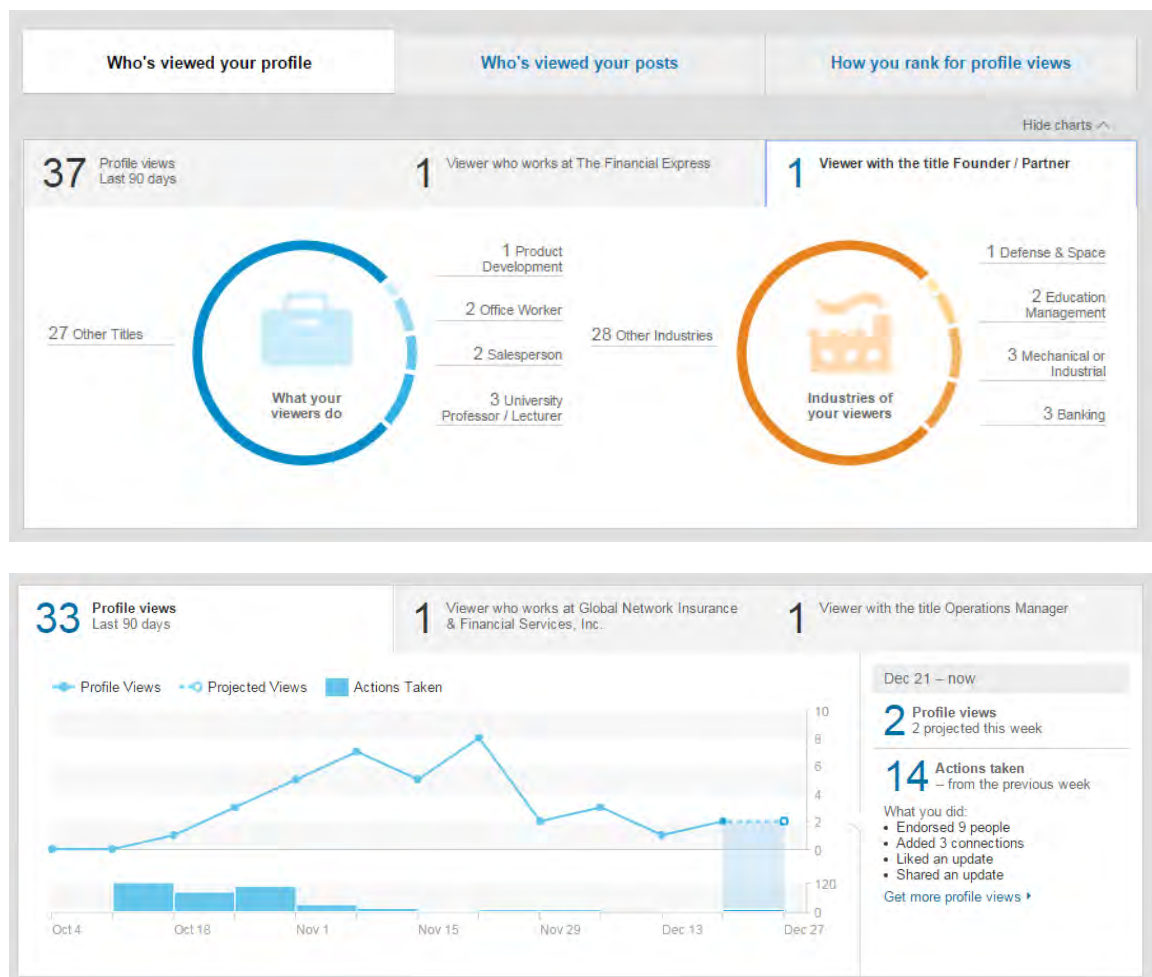
| | | | | | | | | |
|-----|--------------------|---|-----|----------------------|---|-----|------------------------|-----------|
| 99+ | Management | - | 99+ | Credit | - | 99+ | Mergers & Acquisitions | - |
| 94 | Financial Analysis | - | 87 | Project Finance | - | 83 | Retail Banking | - |
| 69 | Strategy | - | 68 | Financial Services | - | 58 | Commercial Banking | - |
| 47 | Credit Analysis | - | 36 | Business Development | - | 35 | Credit Risk | - |
| 34 | Analysis | - | 28 | Financial Modeling | - | 29 | Loans | - |
| | | | | | | | | See 25+ > |

²(2014, August 19). Retrieved January 4, 2016, from <http://www.forbes.com/sites/williamarruda/2014/08/19/the-5-most-important-linkedin-features-you-arent-using-correctly/>

3.3.2.5 Profile view and rating

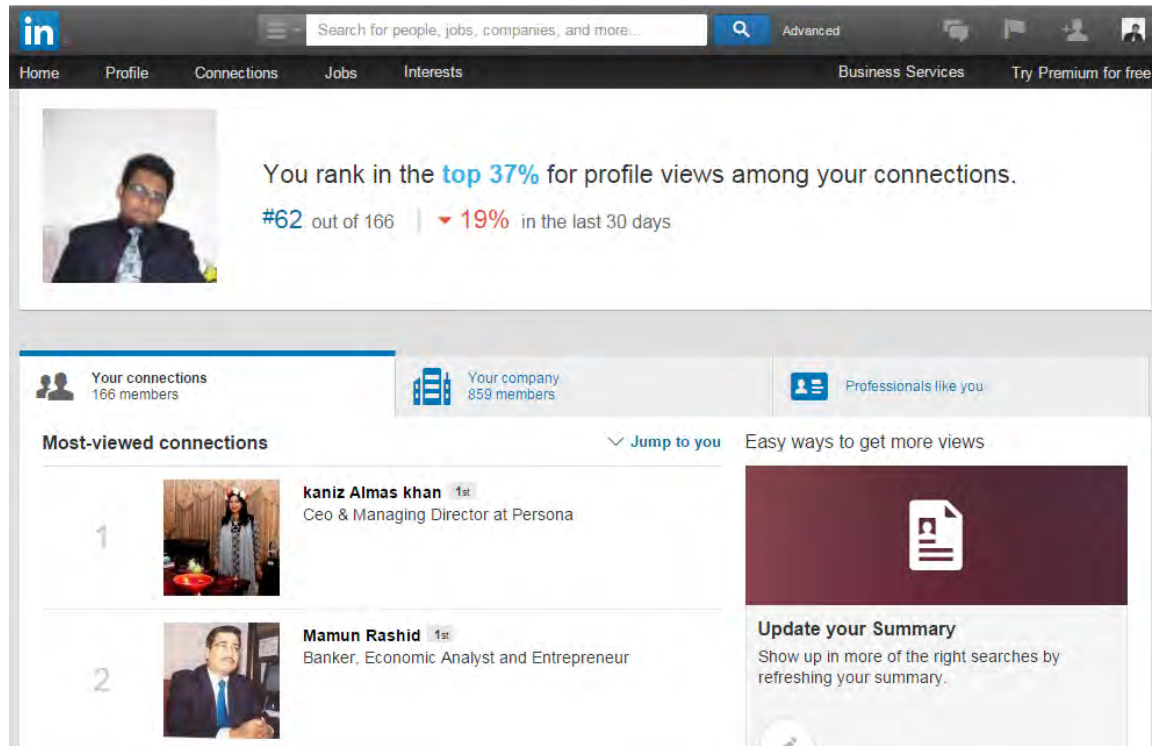
‘Who’s viewed your profile’ is a feature from LinkedIn that helps one identify his or her engagement in LinkedIn and works as an indicator to realize the importance of increasing visibility, discover new opportunities and check out analytics to see specifics about the people who have viewed one’s profile. There are two features in this tool- basic and premium. The basic version (free) allows the user to observe where his five most recent viewers work and live, how they found him, their industry and job titles and keywords that led to him.

The premium version (paid) allows to see list of viewers from the past 90 days as well as trends and insights. By using the who’s viewed your profile feature, one is better able to customize content shared on your profile, identify valuable connection projections and reach out to people in further special means.



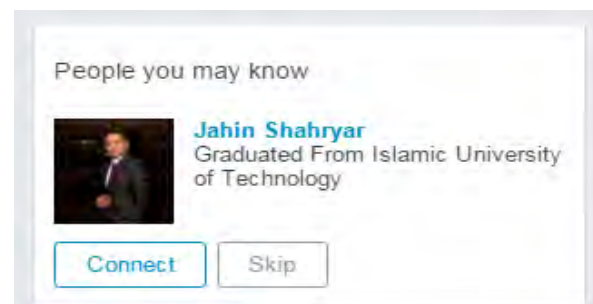
3.3.2.6 Profile ranking

Some of the other features presented by LinkedIn are ranking of profile among the connections of an individual to make them understand their exposure in LinkedIn compared to their connections in order to help make them decide if their profile require more attention than what it is receiving currently. This is a strategic system designed to influence the users in spending more time on their LinkedIn account and thus grabs their attention. This feature creates a sense of longing in the minds of the users and ultimately results to more exposure.



3.3.2.7 People you may know

People you know is a feature designed to systematically sort and provide specific connections that one might be interested in for one's professional network building. This helps the user with the aggravation of searching their required connections from this vast database.



3.3.2.8 In common with you

In common with you is LinkedIn's feature that allows the user see the connection's link with the individual in an easy manner. Thus, a glance of this feature is able to provide a summary of the individual and the connection's common grounds to carry on their communication in an effective manner.

Just below this feature, is the arrangement of another feature titled People Similar to that further illustrates which other connections fit the previous person's profile to assist the user in coming into contact with the LinkedIn experience.

In Common with Jawad Mostafa



People Similar to Jawad Mostafa



Corporate Coaching and Job Placement

3rd
Human Resource Development and Recruitin...
Connect

3.3.2.9 Jobs you may be interested in

This feature allows the user to seek new employment opportunities based on their preference, profile analysis and makes the LinkedIn using experience more exceptional in the minds of its users.

Jobs you may be interested in

Preferences:

Your job activity is private.

Efficiency Development Manager
Dhaka, Dhaka

Project Director / Construction Manager
Dhaka

Manager Financial Crime Compliance – CMB &...
Dhaka

Personal Assistant
Dhaka, Bangladesh

HR Business Partner
Bangladesh-Bangladesh (State...)

Depot Operations Officer
Dhaka -Bangladesh

Are you hiring?

Reach the right candidates with LinkedIn Jobs

[Post a job](#)

Saved jobs (0)

Save jobs you're interested in and get back to them later.

[See all saved jobs](#)

Job alerts (0)

Create job alerts and we'll let you know when new results match your criteria.

Applied jobs

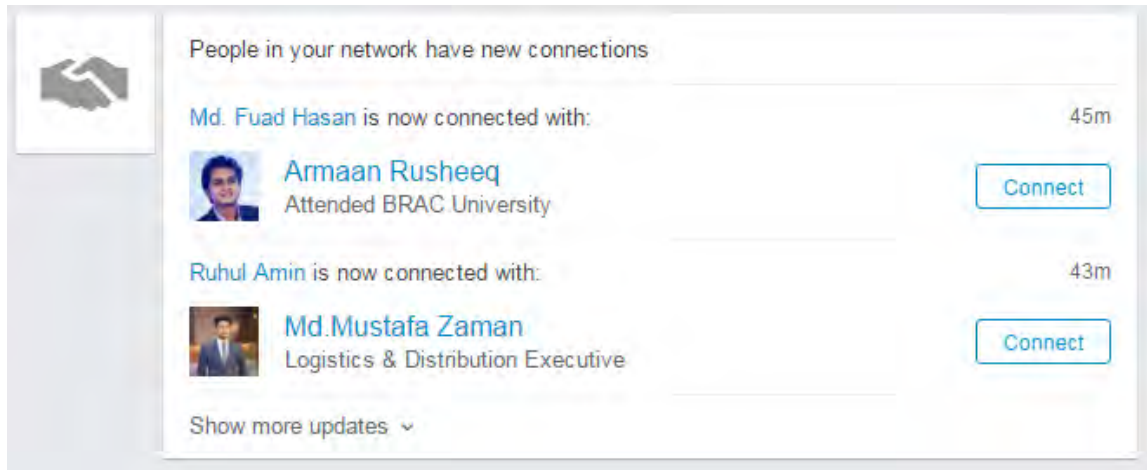
Review your past job applications here.


[See all applied jobs](#)


[Move to the top of the list](#)

3.3.2.10 Some other features


Some of the other features consist of new connections of an individual's connections to sort through and decide if the new connections are necessary connections for the individual as well and People also viewed that showcases one's connections pieces of interest.






Ahmad Ullah Adit, CSCA™


Top job picks for you!





Efficiency Developer/Industrial Engineer
H&M
Bangladesh
22 hours ago





Junior Team Leader, Green Leaf Threshing Plant (GLT) - Kushtia
British American Tobacco
Bangladesh
14 days ago


People Also Viewed


- 


Stawb Peter Halder
Payroll & Total Remuneration Advisor
at Chevron
- 

Habib Ghazi
Trainee - Next Business Leader
Program at Grameenphone Ltd
- 

Saima Farhana
Intern at Unilever Bangladesh Limited
- 

Md. Fuad Hasan
Intern at Ogilvy & Mather
- 

Mohammed Imtiaz Uddin
Looking for a entry level job.
- 

suzana zaman
Production planning officer at Avery
Dennison
- 

Saif Hossain
Senior Lecturer at BRAC University

3.4 Objective of the Report

There are some special objectives which will guide for preparing the report. These objectives are break down into two categories namely:

General Objective:

The primary objective of this report is to find out the potential of LinkedIn as a recruitment tool and employers and employees exposure to LinkedIn in Bangladesh.

Specific Objective:

- To find out the benefits, costs and drawbacks of using LinkedIn as a recruitment tool
- To find whether the top managements of Bangladesh are exposed to professional media such as LinkedIn
- To find whether there exists a specific gender that has excessive exposure in contrast to the other one on LinkedIn
- To find whether the students, graduates and recent job holders of Bangladesh are exposed to professional media such as LinkedIn
- To find whether they are active users or not

3.5 Scope of Study

The scope of the study is confined within **BRAC Business School** and the listed companies under **Dhaka Stock Exchange**.

3.6 Limitation

3.6.1 Limitation of the Research:

- Since samples were collected only from BRAC Business School, the validity of the research is limited. The outcome of this research cannot be generalized for all the university students and graduates (Both job seekers and job holders) because not all university's information was collected.
- Since samples were collected only from Companies enlisted in Dhaka Stock Exchange and having available personnel information on website, the validity of the research is limited. The outcome of this research cannot be generalized for all the companies and their top executives because not all companies information were collected.
- For this research, very few samples were taken from primary sources because of unavailability of cooperative personnel and company policy.

3.6.2 Limitation of the Report:

- It was quite difficult to get some of the organization's (personnel and contact) information because of confidentiality.
- Time allocated for doing the report was not sufficient, because it requires a long time to accumulate, analyze and interpret the data.
- There was further plan to elaborate and do an extensive analysis of the behavioral traits of the users of LinkedIn. However, as connecting people in LinkedIn require their approval, I was not able to extract significant amount of data to analyze and interpret effectively.

Chapter 4: Project

4.1 Literature Review

Most of the “new” technologies that are seen now a days being used in a regular manner in public relations are well established as communication technologies. Introduction of Internet was in the 1960s, e-mail in the 1970s, hypertext in the 1980s, the World Wide Web in 1993 and blogs in 1999.

On the most basic level, any interactive communication channel that allows for two-way interaction and feedback could be called a social media (Listservs, e-mail, radio call-in programs, etc.). Contemporary social networks are characterized by their prospective to transmit real-time interaction, reduced anonymity (with Facebook, MySpace, LinkedIn, etc., but not with blogs and lists), a sense of proximity (brought on by the use of avatars, graphical interfaces, automated messages, etc.), short response times (often because of the number of users/members participating), and the ability to “time shift,” or engage the social network whenever suits each particular member. (Kent, 2015)³

With the increasing importance established towards information technology and social networking, the organizations are now renovating their age old practices and introducing new methods, designs and tools to reach their goal efficiently and effectively to stay at the forefront of their competitors. Maintaining liaison and constant contact with various stakeholders is becoming a must for the professionals. Networking is a complex expertise that requires explicit training and practice for all but the few naturally talented (de Janasz&Forret, 2008)⁴ . According to the Pew Internet and American Life Project, one third of online adults have a profile or summary on an online SNS (Lenhart, 2009)⁵. Fourteen percent of that one third maintain their profile on LinkedIn and use it for publicity and the preservation of business and professional associates (Lenhart, Purcell, Smith, &Zickuhr, 2010).⁶ Although numerous researches were conducted on topics such as impression management, friendship performance, networks and network structure, and policy issues; understanding of users and non-users of these sites, their reason for choosing, purposes they wish to fulfill is still vague to the scholars (Boyd & Ellison, 2007)

It is although more suitable to merge Facebook, Twitter, and Instagram accounts into one large social networking experience, LinkedIn has a special designation: professional networking.

³ Kent, M. (2015, March 5). Directions in Social Media for Professionals and Scholars. Retrieved November 13, 2015, from http://www.researchgate.net/publication/265182624_Directions_in_Social_Media_for_Professionals_and_Scholars

⁴deJanasz, S. C., &Forret, M. L. (2008). Learning the art of networking: A critical skill for enhancing social capital and career success. *Journal of Management Education*, 32, 629-650.

⁵Lenhart, A. (2009). *Pew internet project data memo: Adults and social network websites*. Washington, DC: Pew Research Center.

⁶Lenhart, A., Purcell, K., Smith, A., &Zickuhr, K. (2010). *Social media & mobile internet use among teens and young adults*. Washington, DC: Pew Research Center.

There is a difference between professional and personal networking, according to LinkedIn Career Expert Nicole Williams: “I see the same mistakes over and over!”⁷

The professional SNS users however are not fretful about friendship lists, accentuated by personal SNSs; rather, the significant query is how to dynamically administer their professional networks and utilize them for career building (S. Baker, 2009).⁸ SNSs take various forms and generally focus on a few key objectives (Boyd & Ellison, 2007). For example, LinkedIn classifies itself as a professional SNS and, as such, is concerned mostly on making a social networking platform accessible that is favorable to members in a professional sense.

LinkedIn is an enormous database of professionals. The drawbacks of Twitter lacking the profile depth, Facebook being all over the place demographically and being hard to find people makes LinkedIn more lucrative for professionals. Standardized information entered by users into predefined “Profile Headline”, “Summary”, “Education”, “Company”, etc. categories helps the professionals of different background experience the professional environment that lacks in other social media. In addition to this huge database of information, the platform also provides a breathtaking exploration instrument allowing one to pinpoint the individual one is searching for depending on a number of very specific factors.⁹ LinkedIn currently has over 300 million members worldwide and it continues to grow.¹⁰ In reality, statistics reveal that LinkedIn is particularly helpful when it comes to landing higher-paying jobs which is also known as “Informal Recruitment” which is a preferred method of hiring managers up there on the pay scale.

⁷8 Mistakes You Should Never Make On LinkedIn. (2013, March 4). Retrieved December 15, 2015, from <http://www.forbes.com/sites/learnvest/2013/03/04/8-mistakes-you-should-never-make-on-linkedin/>

⁸Baker, S. (2009, June 1). What’s a friend worth? Business Week, pp. 32-36.

⁹ Schaffer, N. (2009, August 26). What is LinkedIn and Why Should You Join? | LinkedIn’s Value. Retrieved December 15, 2015, from <http://maximizesocialbusiness.com/what-is-linkedin-and-why-should-you-join-841/>

¹⁰Driscoll, E. (2014, May 7). LinkedInInfographic from DPFOC Online Marketing. Retrieved December 14, 2015, from <http://www.dpfofoc.com/uk/blog/happy-11th-birthday-linkedin>

4.2 Hypothesis

LinkedIn is the upcoming recruitment tool that will exceed bdjobs in recruitment process through its effectiveness in gathering information, vast and updated database and specific search for potential candidates.

4.3 Research Design

A research design is a framework used in carrying out the research project. It specifies the actions essential to obtain the information required to configure or to resolve the research problems. A good research design will ensure that the research project is conducted effectively and efficiently. (Malhotra and Dash, 2010) Research design is generally categorized into two subdivisions, exploratory and conclusive research. Exploratory research design provides insight and understanding of the problem confronting the researcher. It is used in those cases when the researcher needs to define the problem more precisely. In exploratory research design, research process is flexible and unstructured; sample size is small and non-representative. (Malhotra and Dash, 2010) Alternatively, conclusive research is usually more formal and structured than exploratory research. Conclusive research is designed to assist the decision maker in determining, evaluating and selecting the best course of action to take in a given situation. The sample of this research is large and representative. (Malhotra and Dash, 2010)

The research design of this report was formal and structured, besides, sample was representative. Moreover, outcome of the research might give a valuable insight to the head hunting organizations using LinkedIn to access potential candidates for their recruitment purposes in understanding the user preferences and using and information sharing behavior.

4.3.1 Sources of Data Collection

The primary data are collected by the researcher for the specific purpose of addressing the problem at hand. In contrary, the secondary data are those data which have been collected for other purpose other than the same problem at hand (Malhotra and Dash, 2010)

The source of information for this research is given below:

Primary data sources:

- In the research part of the potential and future employees, the population was all the students of Bangladesh who are in their final year, currently doing internship, graduate students or recent job holders (maximum two years of job experience). The research population being vast, only students of BBS Department of BRAC University was chosen as sample population.
- As the research was based on social networking site and the population was vast, only LinkedIn account was used as primary data sources.

Secondary Data Sources:

- Financial Statements and websites.

4.3.2 Instrument:

To carry on the research of potential employees and job seekers, the primary data collection technique that has been used was online survey. It was a structured survey with a set of questions to be answered in relevant field.

(Survey responses are attached in Appendix I)

For this research the primary data collection technique that has been used was web browsing, Financial Statement analysis and searching on search engine 'Google'. It was a self-created Database with a set of structured fields to fill. The database was designed in a sequential format of designations.

(Database is attached in Appendix II)

4.4 Data Collection Time

For this research the data were collected between the months of September of 2015 to January of 2016. (Top management information was collected between the months of September to November, 2015. However, the survey was done in January 5 and 6.)

4.5 Population

Population is the aggregate of all the elements that share some common set of characteristics and that comprise the universe for the purposes of the research problem. (Malhotra and Dash, 2010) The population of this research was all the MD/CEO, CFO, COO, Head of Marketing, Head of HR, Head of IT of all companies of Bangladesh. Since there are a vast number of companies in Bangladesh, the population would consist of all of them.

4.6 Sample

Sample is a subgroup of the elements of the population selected for participation in the study. (Malhotra and Dash, 2010).

The research part of the potential and future employees, the population was vast and thus only students of BBS Department of BRAC University were chosen as sample population. It can be estimated that the behavior of BRAC University students are similar to those of the other private university students and behavior of private university students is comparable to the public university students. However, it cannot be generalized accordingly and thus; this survey does not represent the entire population.

For conducting the research on top managements of Bangladeshi companies, total of 240samples (DSE enlisted Companies) were taken.

- Elements –
 - Male or female
 - Active LinkedIn account available or not available

4.7 Sampling Technique

In this research non-probability sampling technique was used. Besides, convenience sampling method has been used for selecting respondents. Convenience sampling is a technique where researcher selects convenient samples. (Malhotra and Dash, 2010) Since vast amount of students and recent graduates or job holders are there, BBS students of BRAC University were chosen as sample as they were convenient to the researcher.

4.8 Data Analysis Technique

In the data analysis, Microsoft Office Tools has been used. With the help of the software, the whole database making and analysis was done.

Chapter 5: Analysis and Findings

5.1 SWOT Analysis of LinkedIn

Strength

- Ease of access
- One to one communication
- Updated information
- Linked contacts and organization
- Specialized features for professionals
- Worldwide demand
- One platform for both employees and employers

Weakness

- Verification of information is not always possible
- Scope for data distortion
- Lack of knowledge among the users and misconception of professional media and social media

Opportunities

- Staying connected with prospective employees
- Behavioral analysis of applicants
- Ease of sorting and finalizing candidates
- A more effective improvement in recruitment process

Threats

- Existence and popularity of BDJobs and other Job portals
- People's primary concern being professional connection building
- A wide range of companies still relying on traditional methods
- Three generations of employees working together

Strengths

1. Ease of access

For ease of accessing potential employees, LinkedIn is a very practical tool. It allows the company to gain insight of the employees, gives a platform to the organization to connect to the potential employees and provide job offers to them.

2. One to one communication

LinkedIn gives the organization chance to have one on one communication with the potential professional having a LinkedIn account. Thus, without knowing their email or phone number the organization can communicate. (Although it requires a Premium Account to enable this feature)

3. Updated information

Generally users of LinkedIn keep their profile updated with relevant information. Thus, while searching for a particular expertise for a post, an organization can do so.

4. Linked contacts and organization

LinkedIn helps the employer organization get a glimpse of what kind of organization the particular person likes, who are the connections that he or she has. Even which of the other people has related skills or interests can also be seen.

5. Specialized features for professionals

LinkedIn being a professional media, it has specialized features that enables the professionals to stay connected with their peers and field related people. It helps them share ideas, communicate thoughts and discuss problems. Through the help of which, professionals receive their required service.

6. Worldwide demand

Throughout the world, LinkedIn has grown significant importance. LinkedIn is an integral part of recruitment of various organizations especially in USA, UK, India, China etc. developed countries.

7. One platform for both employees and employers

LinkedIn acts as a link, a bridge that gives access to both the employees and the employers in a virtual atmosphere where both are connected and can communicate with each other. This platform help the employees search for jobs and link with people as well as provide assistance to organizations in their hiring process and in communicating information.

Weakness

1. Verification of information is not always possible

Although LinkedIn provides information about the individuals and the organizations, it is not always easy to verify the information provided. The reason is that when someone is endorsing his connections, it can be because he knows that the person is capable of performing that activity or the person is someone close and it will help him or a person might have no idea what it is and simply endorse someone based on LinkedIn request or request of that person. This creates misconception and makes the endorsed skill a fraudulent one.

2. Scope for data distortion

Data distortion is also possible in the LinkedIn and without proper research; it might not be possible to find the misappropriation. Thus, LinkedIn might create an image of a person that does not portray the actual picture of the candidate.

3. Lack of knowledge among the users and misconception of professional media and social media

Many users in Bangladesh are not yet familiar with the proper usage of LinkedIn. Some use this media as if it is just another social media. Thus, the actual application is disrupted.

Opportunities

1. Staying connected with prospective employees

Although there are various job portals to look for employment, but the experience to stay connected with the employees is not available in most of them. For example, one can search for job opportunities in bdjobs, JobsBD, Prothom Alo Jobs, AllJobsBd, JobsA1 etc. various sites. However, these job portals only provide job vacancy information and some information about the organization (if the post allows); however, organizations do not have their identity or a place to communicate their knowledge or share their achievements etc. They also cannot have communication and connection with their prospective applicants. This being the case, LinkedIn provides ample opportunity in this regard and thus fills the gap between organization and employees.

2. Behavioral analysis of applicants

Observing a person's likings, shared information, shared news, communication between connections etc. can provide an excellent opportunity to conduct a behavioral analysis of that particular person. Thus, employers can match their requirements with the given skills and attitude that the employee presents and thus practice a more scientific method of hiring the right candidate.

3. Ease of sorting and finalizing candidates

Sorting and finalizing candidates is more easy in LinkedIn as it shows full profile details of any LinkedIn member, communicate with InMail facility, search potential employees using tools that include various recruiting-specific filters, save candidates to have a shortlist of top talents.

4. A more effective improvement in recruitment process

Overall a new improvement in recruitment process as well as job searching process is possible through the use of LinkedIn through which recruiters will not need to update their client lists and CV. Rather; a Database consisting of the potential clients will be available which will be regularly updated by the employees. It saves a lot of effort and makes the whole system easier and simple.

Threats

1. Existence and popularity of bdjobs and other job portals

Currently, there are various job portals available which are providing a gateway to the employees by conveying employment opportunities. Most popular among those is bdjobs. Significant number of organizations has already established links with bdjobs and created portals to help the applicants post their CV and other information. This is a threat to the LinkedIn's existence as a recruitment tool.

2. People's primary concern being professional connection building

Among the respondents who have filled the survey, it was seen that most of them considers LinkedIn as a mean of professional connection building rather than recruitment tool. Thus, their approach to this media is different at times.

3. A wide range of companies still relying on traditional methods

The companies of Bangladesh are run mostly by top managements who are not yet tech-savvy. As a result, these changes occurring throughout the world are unknown to them or they are not confident enough to change the previous way of performing their jobs. As a result, traditional methods are still heavily used.

4. Three generations of employees working together

The organizations of twenty-first century have three generations of employees working together. Each generation has significant difference in the way they perceive information, carry on their thought process, perform their responsibilities, and communicate with others. Thus, what is convenient in the minds of one generation is at times unconventional in the minds of the others.

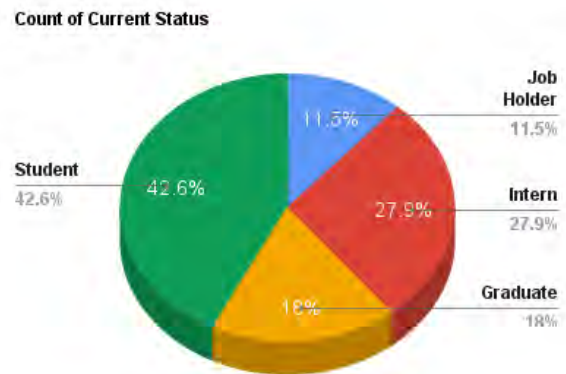
5.2 Preference of using LinkedIn vs. bjobs among the BBS Students

Current Status of the Respondents

In the conducted survey, most of the respondents were students or interns (70.0%). Graduates consist of 18.3% and job holders at 11.7%.

Analysis

Thus, it is safely assumed that the respondents reflect the mindset of potential employment seekers.

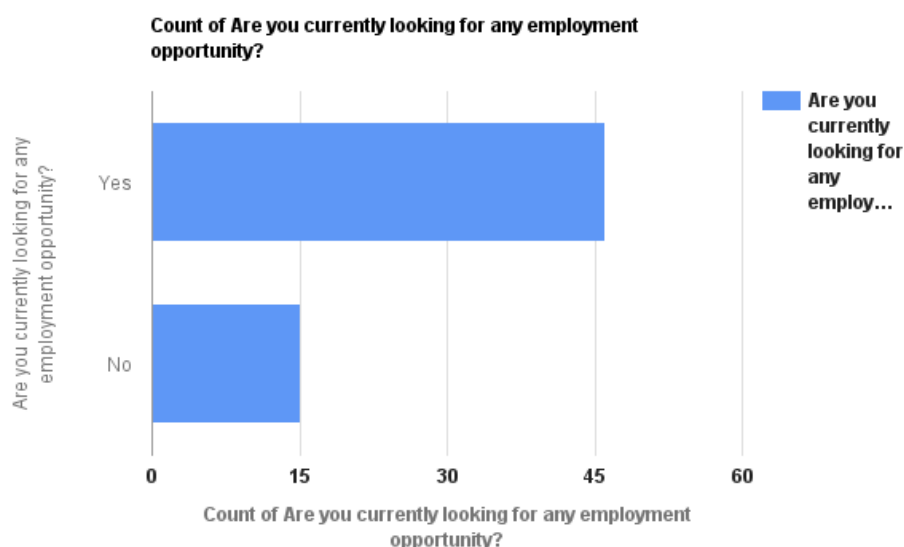


Respondents looking for job opportunities

Among the 60 respondents, 25% were not looking for any employment whereas the majorities were looking for job opportunities.

Analysis

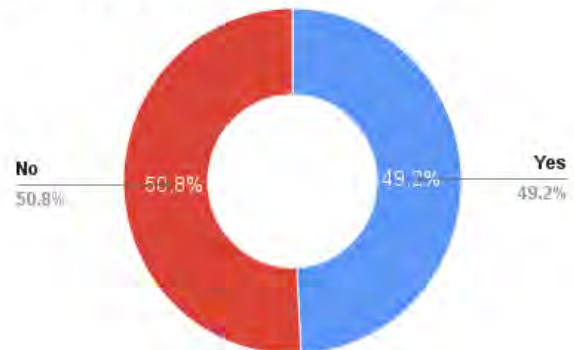
Considering the above mentioned facts, it is safe to assume that these 75% people are more or less aware about the recent job market, availability of jobs, sources to look for opportunities etc either consciously or unconsciously.



Account in bdjobs and information update

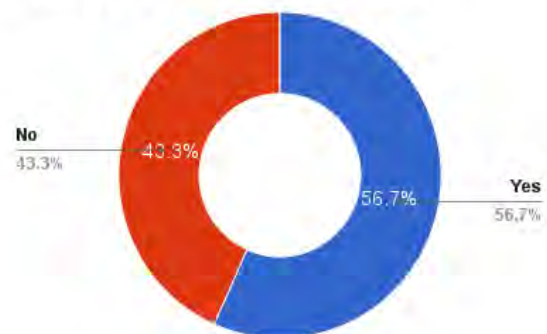
The respondents were equally divided when it came to point of bdjobs account as almost half of them had an open account in bdjobs and the rest of them did not.

Count of Do you have any BDJobs account?



However, among those of them who opened up their accounts, 43.3% of them did not keep their account updated. Only 56.7% of them kept their account up to date.

Count of Is your BDJobs Account updated?



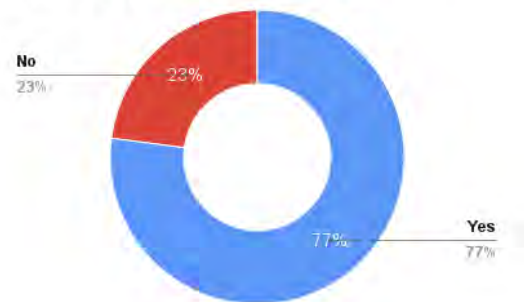
Analysis

This data suggests that although job seekers are opening bdjobs account to search for job opportunities, bdjobs account profile is not suitable enough or is not relevant while applying for a post and thus, people are not keeping their account updated.

Account in LinkedIn and information update

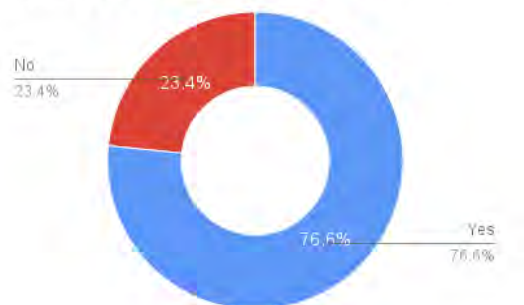
In case of presence of LinkedIn account, it is seen that only 23% of the respondents do not have any LinkedIn accounts whereas the remaining 77% of them have an open account.

Count of Do you have a LinkedIn account?



Further questions elaborate that out of the 77% of the respondents, 76.6% have updated LinkedIn account as they are regular users of this professional media. Whereas, only 23.4% of the respondents are not using LinkedIn in a regular basis.

Count of Is your LinkedIn profile updated?



Analysis

This data implies that users of LinkedIn are more involved in their use of this platform and it is important for them to keep their LinkedIn accounts updated in order to fulfill their purpose of using this platform.

Effective job searching tool between bdjobs and LinkedIn

In the question of effectiveness as a job searching tool, considering the context of Bangladesh, 63.9% of the respondents answered bdjobs to be more helpful than LinkedIn. Whereas only 36.1% agreed that LinkedIn is superior to bdjobs as a job searching tool.

Analysis

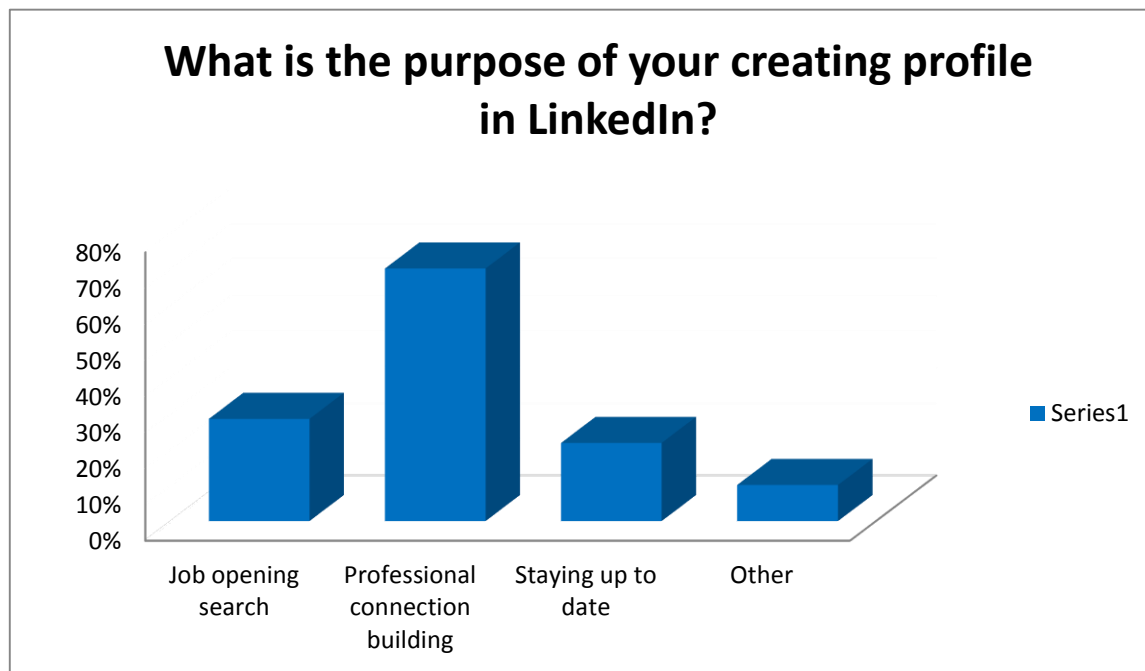
Count of From your point of view, which one is more effective while looking for employment opportunity?



In the context of Bangladesh, most of the job opportunities are still posted in many job sites specially bdjobs. However, only some of the most renowned organizations, most of which are international (such as Unilever, BAT, Ogilvy and Mathers etc.) post their jobs at LinkedIn. Moreover, most of the top management's reluctance towards change and adaption to new technologies and/or new systems is working as a barrier to LinkedIn's success.

Purpose of using LinkedIn

In answering to the question of purpose for using LinkedIn, 68% of the respondents agreed to use LinkedIn as a professional connection building tool. Job search came second in the list. It consists 29% of the respondents. Third point was to stay updated with latest trends, news and events. Remaining 11% had other reasons.



Analysis

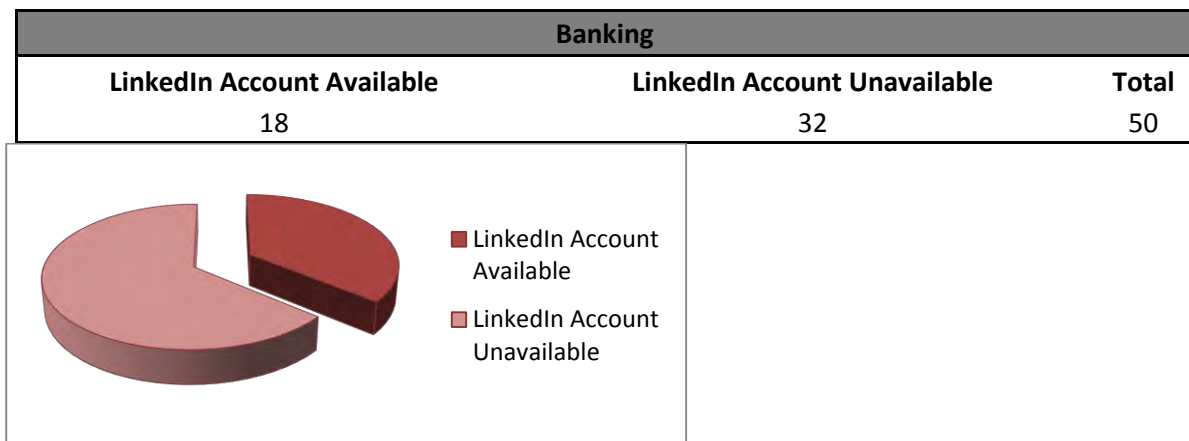
Users of LinkedIn in Bangladesh are more focused in connection building over LinkedIn rather than searching for job opportunities. Moreover, the fact that only a handful of the most renowned organizations post their jobs at LinkedIn makes it less convenient for job seekers with different interest in organizations to look for job in LinkedIn. Furthermore, most of the top management's reluctance and ignorance towards LinkedIn is working as a barrier to LinkedIn's success.

5.3 Availability of LinkedIn Users among the Top Managements

Below are the sector wise LinkedIn account users prevailing in the Top Management of SEC enlisted Companies.

Banking

In Banking sector, 36% of the respondents do not use LinkedIn in contrast to 64% of users.

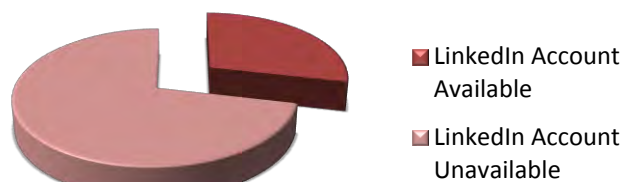


Analysis: Top managements in Banking sector are more exposed in using LinkedIn. A closer look at the users reveals that 80% of the male has updated and publically available profile where as female counterparts are 100% in this regard. Furthermore, about 47% of the users have more than 500 connections which shows that they are heavily exposed to LinkedIn.

Cement

In Cement sector, 71% of the respondents do not use LinkedIn in contrast to 29% of LinkedIn users in this sector.

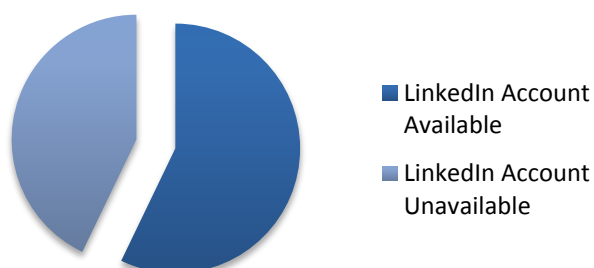
| Cement | | |
|----------------------------|------------------------------|-------|
| LinkedIn Account Available | LinkedIn Account Unavailable | Total |
| 8 | 20 | 28 |



Analysis: Top managements in Cement sector are not much exposed in LinkedIn. A closer look at the users reveals that 89% of the respondents from this sector has updated and publically available profile while the rest does not. Moreover, close to 33% of the users have connections of more than 500.

Ceramics: In Ceramics sector, 43% of the respondents do not use LinkedIn in contrast to 57% of users.

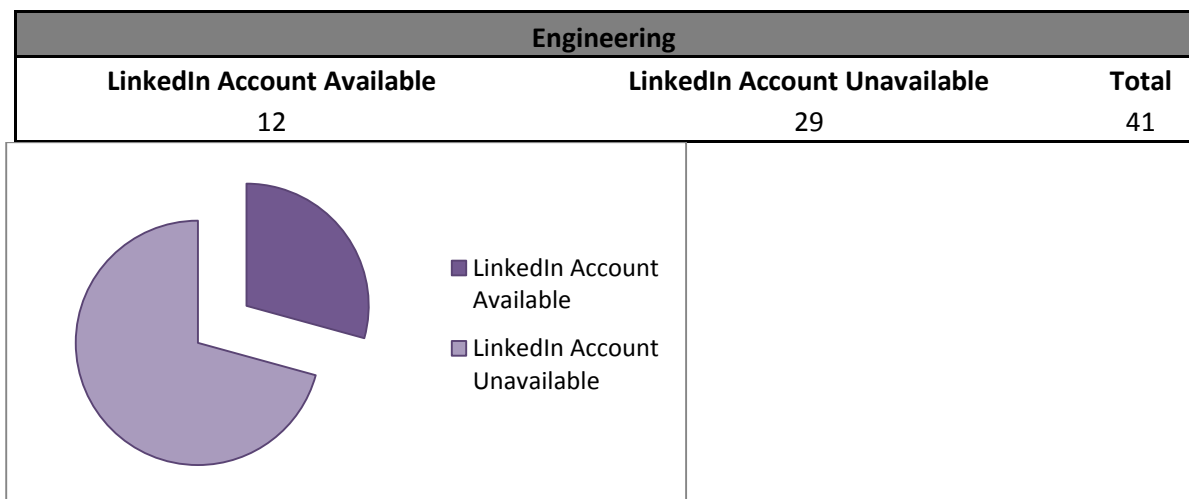
| Ceramics | | |
|----------------------------|------------------------------|-------|
| LinkedIn Account Available | LinkedIn Account Unavailable | Total |
| 4 | 3 | 7 |



Analysis: Top managements in Ceramics sector are moderate in creating LinkedIn profile, however very much unexposed. A closer look at the users reveals, 67% of the respondents have updated and publically available profile. Whereas, there are no account that have more than 200 connections.

Engineering

In Engineering sector, 71% of the respondents do not use LinkedIn in contrast to 29% of users.

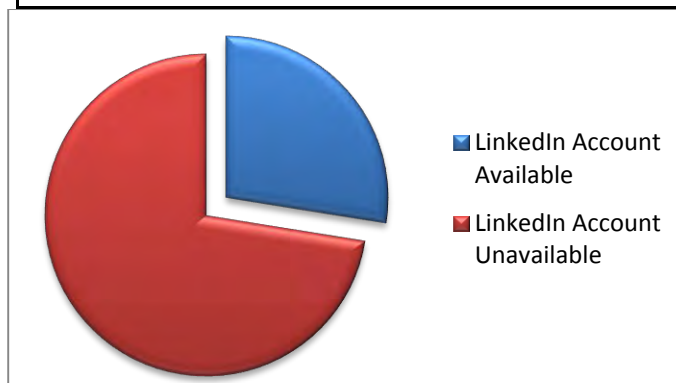


Analysis: Top managements in Engineering sector are more exposed in using LinkedIn. Analyzing the users reveal that 92% of the respondents have updated and publically available profile.

Financial Institutions

In Financial Institution sector, 72% of the respondents do not use LinkedIn in contrast to 28% of users.

| Financial Institution | | |
|----------------------------|------------------------------|-------|
| LinkedIn Account Available | LinkedIn Account Unavailable | Total |
| 19 | 50 | 69 |

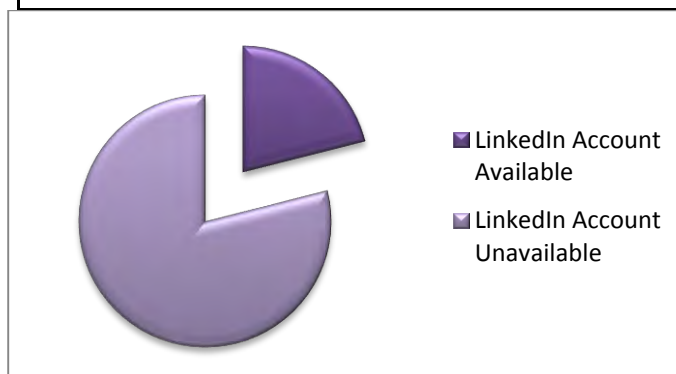


Analysis: Top managements in Financial Institution sector are not that much into using LinkedIn. A closer look at the users reveal, 72% of the respondents have updated and publically available profile. Furthermore, 21% of the users have more than 500 connections. Thus, concluding that the users of LinkedIn within Financial Institutions are more aware of it and is accessible through LinkedIn.

Food and Allied

In Food and Allied sector, 79% of the respondents do not use LinkedIn in contrast to 21% of users.

| Food & Allied | | |
|----------------------------|------------------------------|-------|
| LinkedIn Account Available | LinkedIn Account Unavailable | Total |
| 4 | 15 | 19 |

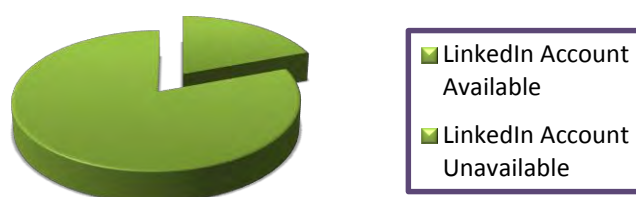


Analysis: Top managements in Food and Allied sector are not using LinkedIn. A closer look at the users reveals that 50% of the male has updated and publically available profile whereas female counterparts are 80% in this regard. Furthermore, 100% of the users have above 500 users. This illustrates that the users of LinkedIn within Food and Allied are more aware and accessible through LinkedIn although due to unavailability of users, this sector is not yet that much developed in terms of LinkedIn usage and communication.

Fuel and Power

In Fuel and Power sector, 81% of the respondents do not use LinkedIn in contrast to 19% of users.

| Fuel & Power | | |
|----------------------------|------------------------------|-------|
| LinkedIn Account Available | LinkedIn Account Unavailable | Total |
| 6 | 25 | 31 |

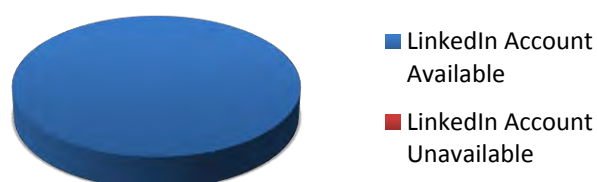


Analysis: Top managements in Fuel and Power sector are not using LinkedIn. A closer look at the users reveal that- 67% of the respondents have updated and publically available profile in LinkedIn. However, none of the users have close to 500 connections which expresses that they are not very active users.

IT

In IT sector, 100% of the respondents use LinkedIn.

| IT | | |
|----------------------------|------------------------------|-------|
| LinkedIn Account Available | LinkedIn Account Unavailable | Total |
| 3 | 0 | 3 |

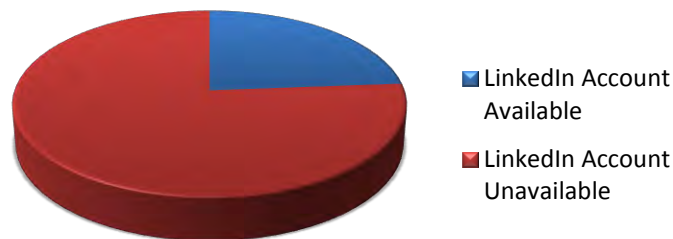


Analysis: Top managements in IT sector are more exposed in using LinkedIn. A closer look at the users reveals that 33% of the respondents have updated and publically available profile. However, 33% of the respondents have more than 500 connections.

Miscellaneous

In Miscellaneous, 76% of the respondents do not use LinkedIn in contrast to 24% of users.

| Miscellaneous | | |
|----------------------------|------------------------------|-------|
| LinkedIn Account Available | LinkedIn Account Unavailable | Total |
| 5 | 16 | 21 |

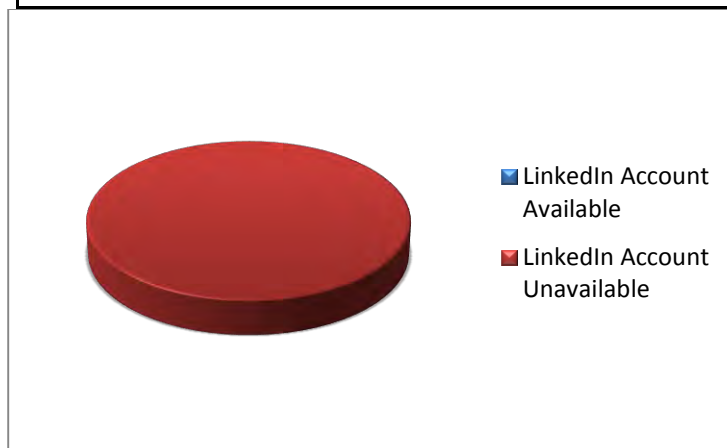


Analysis: Top managements in Miscellaneous are more exposed in using LinkedIn. A closer look at the users reveals that 100% of the male has updated and publically available profile where as female counterparts are 100% also. Moreover, 40% of the users have more than 500 connections in LinkedIn.

Paper and Printing

In Paper and Printing sector, none of the respondents use LinkedIn.

| Paper and Printing | | |
|----------------------------|------------------------------|-------|
| LinkedIn Account Available | LinkedIn Account Unavailable | Total |
| 0 | 2 | 2 |

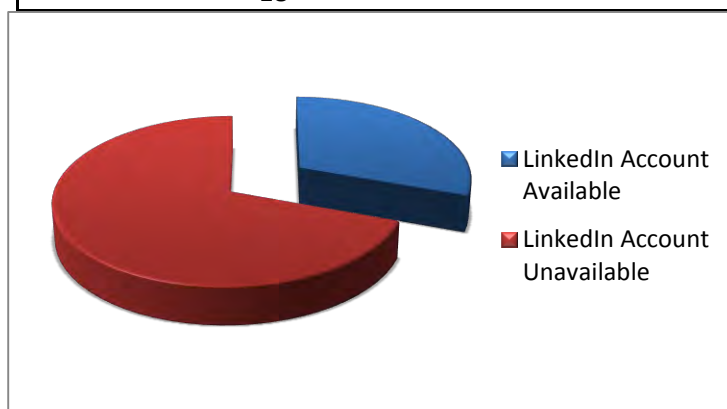


Analysis: Top managements in Paper and Printing sector are not at all using LinkedIn.

Pharmaceuticals

In Pharmaceuticals sector, 69% of the respondents do not use LinkedIn in contrast to 31% of users.

| Pharmaceuticals | | |
|----------------------------|------------------------------|-------|
| LinkedIn Account Available | LinkedIn Account Unavailable | Total |
| 18 | 41 | 59 |

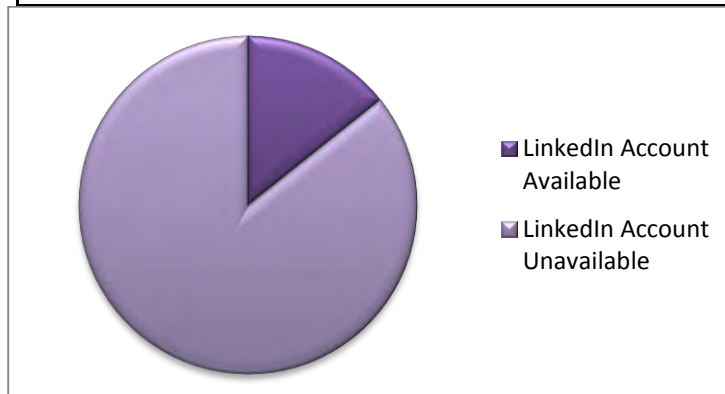


Analysis: Top managements in Pharmaceuticals sector are not much heavy users of LinkedIn. A closer look at the users reveals that 71% of the male has updated and publically available profile where as female counterparts are 75% in this regard. Moreover, 50% of the users among the respondents have more than 500 connections which reveals that those who are users are using it profoundly.

Real Estate

In Real Estate sector, 86% of the respondents do not use LinkedIn in contrast to 14% of users.

| Real Estate | | |
|----------------------------|------------------------------|-------|
| LinkedIn Account Available | LinkedIn Account Unavailable | Total |
| 1 | 6 | 7 |

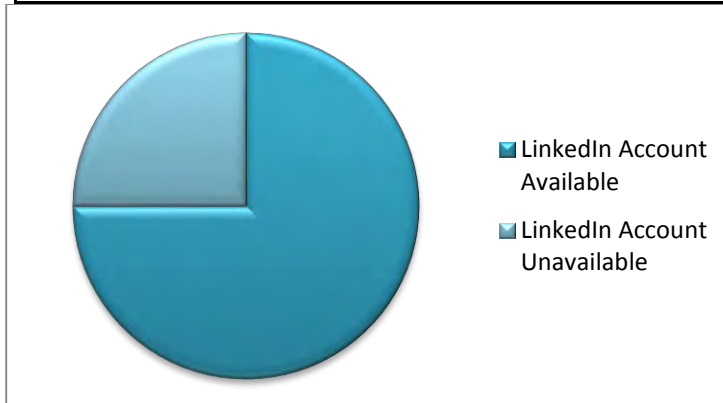


Analysis: Top managements in Real Estate sector are not at all exposed in LinkedIn. A closer look at the users reveals that 0% of the respondents have updated and publically available profile and none of them have connections exceeding 100.

Tannery

In Tannery sector, 25% of the respondents do not use LinkedIn in contrast to 75% of users.

| Tannery | | |
|----------------------------|------------------------------|-------|
| LinkedIn Account Available | LinkedIn Account Unavailable | Total |
| 6 | 2 | 8 |

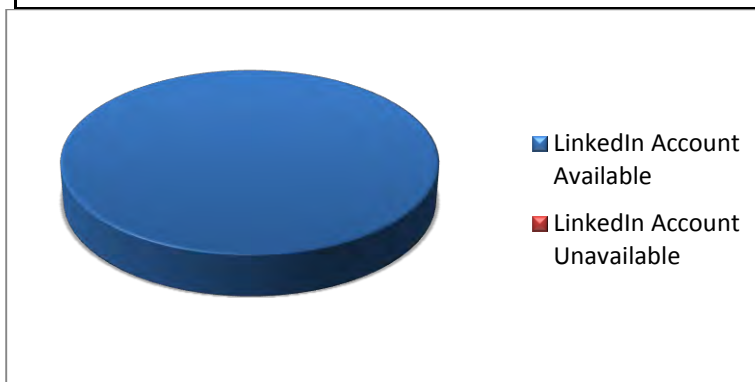


Analysis: Top managements in Tannery sector are more exposed in using LinkedIn. A closer look at the users reveals that 0% of the respondents have updated and publically available profile and about 33% of the users have connections exceeding 500.

Telecommunication

In Telecommunication sector, 100% of the respondents use LinkedIn.

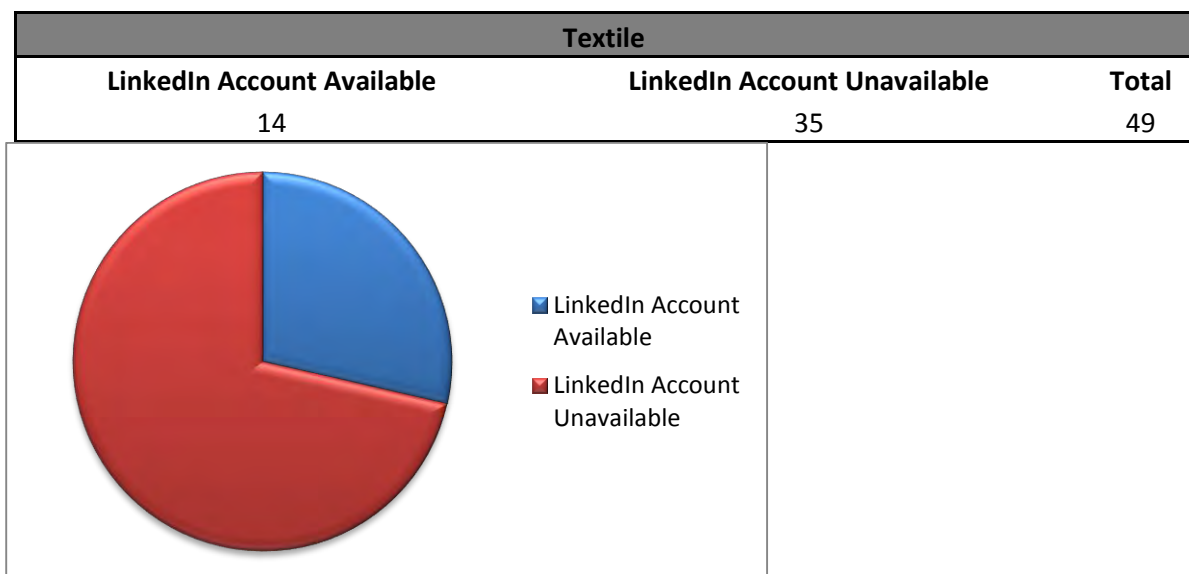
| Telecom. | | |
|----------------------------|------------------------------|-------|
| LinkedIn Account Available | LinkedIn Account Unavailable | Total |
| 6 | 0 | 6 |



Analysis: Top managements in Telecommunication sector are heavily exposed in LinkedIn. A closer look at the users reveals that 100% of the respondents have updated and publically available profile and about 67% of the users have connections exceeding 500.

Textile

In Textile sector, 71% of the respondents do not use LinkedIn in contrast to 29% of users.



Analysis: Top managements in Textile sector are very little interested in using LinkedIn. A closer look at the users reveals that 54% of the respondents have updated and publically available profile and among the users, only 21% have connections over 500.

The Charts presented represents only the DSE enlisted companies. Travel and Leisure and Jute are not provided here due to unavailability of data in a large proportion.

5.4 Findings

The above mentioned analysis of data assists us in coming to the following findings.

- a. SWOT analysis reveals bdjobs as the primary candidate against LinkedIn as most of the employees and employers are more into bdjobs than LinkedIn.
- b. The student survey suggests-
 - i. Potential job seekers are widely available in LinkedIn. Whereas in the case of bdjobs, they are not that much available.
 - ii. Those who have open account in LinkedIn maintain their account and keep it updated. However, bdjobs account is not updated of most of the users.
 - iii. bdjobs is basically used as a job searching tool. Whereas LinkedIn is mostly used for professional connection building.
- c. The secondary data analysis of the top management reveals the following facts-
 - i. There are numerous LinkedIn users in the Banking, IT, part of Pharmaceuticals and Telecommunication industry.
 - ii. There are plenty LinkedIn users in Textile, Engineering, Financial, Food and allied industry and some other miscellaneous organizations.
 - iii. There are adequate LinkedIn users in Fuel and power, Cement and Ceramic industry.
 - iv. Finally, there are hardly any LinkedIn users in the top management in Real Estate, Jute and Paper printing industry.
 - v. In terms of gender, female users of LinkedIn are far more advanced in it's usage in contrast to their male counterparts.

Chapter 6: Problem Identification

Problem Identification

There were various problems identified while carrying on the analysis. These are as follows.

- a. The preference of LinkedIn users is primarily focused on professional connection building and not on job search through LinkedIn.
- b. Although numerous users of LinkedIn has updated account, however, publically available information is not shared by most. This creates problem while searching for specific fields or attributes in LinkedIn.
- c. Availability of bdjobs and it's establishment as a market leader in Bangladesh in terms of job portal creates a hindrance in LinkedIn's success.
- d. Although LinkedIn is a readily available database, people's misconception, backdated information and lack of interest makes it hard for the recruiters to communicate with potential employees effectively.
- e. Most of the top managements of various industries are still not aware of LinkedIn and the facilities it provide. Thus, introducing it to them for recruitment purpose is a difficult job.

Chapter 7: Conclusion

Conclusion

To conclude, it can be stated that in light of the analyzed data, LinkedIn is yet to become a strong tool for recruitment in Bangladesh. The reason for which lies in the perception of LinkedIn as a professional connection building tool in the minds of the users, lack of it's knowledge among the general users and recruiters and it's standard format. If LinkedIn is to penetrate this market, it needs to become more customized and has to place it's self in such a way that is easy, affordable and has to clarify it's reason for existence in the minds of current and potential users. If it can be done, we can hope to see LinkedIn as a powerful database that does not require to be updated by any individual or organization and work as a connection tool to reach and gather information about professionals in an effective and efficient manner. Moreover, participation of the local businesses and organizations is necessary to ensure the effectiveness of job search. Most regular users of LinkedIn keeps their profiles updated and this means, ensuring more participation of the users is not the prime concern, rather the importance now lies in increasing it's user base, growing the participation of organizations in it and finally creating close association of various organizations with LinkedIn. Finally, the features of LinkedIn provides enormous potential that requires just the right type of marketing and business strategy to penetrate the market of Bangladesh.

Chapter 8: Recommendation

Recommendation

LinkedIn is a networking platform shaped for companies and professionals. It is a very essential instrument with the help of which, businesses can craft their brands and build and supervise their talent pipeline. LinkedIn offers a complete range of tools to help small and large companies with their recruitment needs. Not only that, LinkedIn also offers webinars, articles, research and consultations on the recruitment process, making it a one-stop for recruitment requirements. More than 16,000 clients or companies pay to use LinkedIn Recruiter till date. Among those companies are Google, Facebook, Unilever, BP, and L'Oreal etc and thousands of other large, medium and small business and recruiting firms.¹¹

Whereas 25% of the global workforce is reported to be keenly seeking job opportunities, a 2014 LinkedIn survey revealed that 60% of workforces are passive applicants.¹² These candidates are involved in discussing with recruiters or their associates about employment opportunities, although not actively seeking a new position. This constructs a huge enticement for companies to create an effective company profile page that attracts potential candidates.

“LinkedIn Recruiter allows us to target great candidates who are not actively seeking employment. Oftentimes, individuals highly engaged in their current positions are the top performers in their fields. They will not be searching for job opportunities, so it is up to us to find them, and LinkedIn Recruiter allows us to do just that. We have found success in using this tool, especially for filling higher level management positions.” says Elaine Lai, Regional Training Manager for Delta Hotels & Resorts.

1. Company Page

Companies need to create their LinkedIn account and organize it in such a manner so that the organization can post the job vacancies in a way that helps one to filter searches by Industry, Company Size, Education, Company, Years in Position and Years of Experience. This lets the organization find the ideal candidate for open positions.

Many of LinkedIn members around the world could be potentially seeking a company page. Thus, it is essential to grab attention by not only showcasing the products or services the company offers, but also by representing the potential of working in such a company. LinkedIn offers one the ability to link the official company website to the LinkedIn account, as well as rich media clips, tags, blogs and links to engage candidates. This method should be used by the organizations to become more active in LinkedIn. The company's achievements in business, expert advice and tips, and volunteer or philanthropic activities should be highlighted to inspire candidates to follow the organization. LinkedIn offers free statistics regarding the impact of the organization profile and the engagement, demographics and benchmarks against other similar companies. Using these tools can help organizations create a global image without having to spend a lot of money.

¹¹ Chang, A. (2013, April 15). The Most Important LinkedIn Page You've Never Seen. Retrieved January 19, 2016, from <http://www.wired.com/2013/04/the-real-reason-you-should-care-about-linkedin/>

¹² How To Use LinkedIn For Recruiting. (2016). Retrieved January 19, 2016, from <https://www.go2hr.ca/articles/how-use-linkedin-recruiting>

2. Talent Pipeline

Creating a talent pipeline is a proactive way for an organization to manage its recruitment needs on an ongoing basis. As an organization is going through search to fill its employee needs, LinkedIn puts forward tools to supervise this practice by giving the organizations access to the entire LinkedIn network with filters which they can apply to narrow the search to the best applicant.

3. Posting Jobs

Pulling job postings from an organization's website into LinkedIn automatically through job wrapping helps the organization to sync its' job postings in both its website and LinkedIn. LinkedIn service automatically pushes job opportunities to the most qualified candidates, wherever they go online. This makes the job opportunity to be distributed to thousands of websites across the internet, automatically. This is a very effective way to reach passive candidates who aren't actively searching for a new position but are open to the possibilities of changing jobs. LinkedIn uses a combination of targeting criteria and data from a person's LinkedIn profile to display job advertisements to the most qualified candidates.

Organizations can also look at the candidate's profile to verify those skills, experiences and recommendations. Job postings can also be featured on the LinkedIn home page, company's career page, and on the LinkedIn Jobs home page. This way of multiplying listings and creating filters to reach target candidates, active and passive, broadcasting job posting on company's personal LinkedIn feed, groups and other social media links will provide the organization with exposure unparalleled by regular job board postings.

However, the organizations are in need of to keep some points in mind. When an organization posts a job with LinkedIn, it has the option to choose, at different price points, between job posts, single or packages of bundled posts and job slots, for positions that it regularly or annually has to fill. LinkedIn offers student jobs (including internships and entry-level jobs) free. Organizations are in need of keeping these points in mind. To further keep the organization from needing to pray over job postings, LinkedIn provides real-time data so that the organization can monitor the effectiveness of its job postings and make changes as it deems fit.

4. Gathering knowledge and awareness about LinkedIn

LinkedIn is a terrific resource for actively recruiting talent; however, it is not a particularly good way to fill a high number of entry and lower-level posts. Knowing about the industry, about the mind set of potential job seekers, about the skills to look for and how to look for is essential to extract the best out of LinkedIn.

5. Building network and maintaining communication

Professional recruiters always attempt to include more and more connections to their massive LinkedIn networks. However, entrepreneurs and other professionals who have to worry about major hires occasionally often don't concern themselves about such things until a pressing need arises.

Using a social networking platform has its usefulness if one can utilize its full potential. Not being regular in such platforms creates problem for the users as occasional usage of such networks create a barrier among the connections and at times fail to create the required impact in the mind of the target audiences.

Chapter 9: References

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Chapter 10: Appendix

10.1 Appendix I (Survey result of BRAC Business School Students)

| Full name of the respondent | BRACU ID | Current Status | Are you currently looking for any employment opportunity? | Do you have any BDJobs account? | Is your BDJobs Account updated? |
|-----------------------------|----------|----------------|---|---------------------------------|---------------------------------|
| Ahmad Ullah Adit | 12104133 | Job Holder | Yes | Yes | Yes |
| Md. Touhidul Bari Evan | 12104118 | Intern | Yes | Yes | No |
| Mohammad Shahedur Rahman | 12104030 | Graduate | Yes | Yes | Yes |
| Redwana Huq | 12104069 | Student | Yes | No | No |
| Adnan Ahmed | 12104254 | Intern | Yes | No | No |
| Saurav Nandi | 12104086 | Student | No | No | |
| Samsun Nahar | 12104186 | Student | Yes | Yes | Yes |
| Anamika Almas | 12104126 | Student | Yes | Yes | No |
| Yusuf Ibn Matin | 12104224 | Student | Yes | No | No |
| Naushad Qader | 12104007 | Graduate | Yes | Yes | No |
| Tausif Ahmed Preetam | 11304064 | Student | No | Yes | Yes |
| Smita Mahmud | 12104062 | Student | Yes | No | No |
| MD. Nakib Imtiaz | 12104074 | Student | No | Yes | Yes |
| Ishtiaq Ahmed | 12104011 | Job Holder | No | Yes | No |
| MD. Ruhul Amin | 12104210 | Job Holder | Yes | No | |
| Mushfiqa Zahin Chowdhury | 12304052 | Student | Yes | Yes | No |
| Hasan M Arko | 12104194 | Student | Yes | Yes | No |
| Shejuti Pasha | | Student | Yes | Yes | Yes |
| Sadia Abedin | 13304107 | Student | Yes | No | No |
| Tasmia Binte Selim | 12104031 | Student | No | No | No |
| Syed Nibrash Zaman | 12104197 | Intern | Yes | Yes | No |
| Fahad Amin Quadery | 12104116 | Student | No | No | No |

| | | | | | |
|----------------------|----------|------------|-----|-----|-----|
| Reazul Islam Ridoy | 12104049 | Student | No | No | No |
| Mahbub Alam | 7104086 | Job Holder | Yes | Yes | Yes |
| Protyoi Sinha Raeq | 12104091 | Intern | No | No | No |
| Saiyan Islam | 12204085 | Student | Yes | No | No |
| Fatema Zohora | 11204094 | Intern | Yes | No | No |
| Md. Samiul Alam | 12104165 | Intern | Yes | No | No |
| Hasibul Hasan Khan | 12209027 | Intern | Yes | No | No |
| samira sharmin | 12104185 | Intern | Yes | No | No |
| Abid Salauddin Khan | 12104124 | Intern | Yes | No | No |
| Tanzeela Hasan | 12104233 | Student | No | No | No |
| bushra ashraf | 12104030 | Intern | Yes | No | No |
| bushra ashraf | 12104030 | Intern | Yes | No | No |
| Md. Zubair Rahman | 12104172 | Student | No | No | No |
| Naimul Hasan Fayem | 10104088 | Job Holder | No | Yes | No |
| Mahin Mutasim Billah | 12104067 | Student | Yes | Yes | Yes |
| Syed Tanvirul Hasan | 12104162 | Intern | Yes | Yes | No |
| Fatema Tuj Johura | 12104175 | Intern | Yes | Yes | Yes |
| Sakif | 12104130 | Student | No | No | Yes |
| Zissan Ahmed | 12104151 | Student | Yes | No | No |
| Sayan Das Mishu | 11204076 | Graduate | Yes | Yes | Yes |
| Saima Farhana | 12104073 | Graduate | Yes | Yes | Yes |
| Sayan Das Mishu | 11204076 | Graduate | Yes | Yes | Yes |
| Salman Sayef Khan | 11204084 | Job Holder | No | Yes | Yes |
| Randy Godfrey | 12104100 | Student | No | No | No |
| Md.Suza-At_Hossain | 12104212 | Intern | Yes | No | No |
| Ariful Alam | 11104030 | Student | Yes | Yes | No |

| | | | | | |
|------------------------|----------|----------|-----|-----|-----|
| Ariful Alam | 11104030 | Student | Yes | Yes | No |
| Sakura Afrin Oni | 12104257 | Intern | Yes | Yes | Yes |
| Sifat khandaker Shoily | 11204080 | Intern | Yes | Yes | No |
| Nafisa Nawal Hossain | 12104253 | Student | Yes | No | No |
| Shamdane Tabriz | 11104092 | Graduate | No | No | No |
| Rezwan Rahman | 10104035 | Graduate | Yes | Yes | Yes |
| A.A.M.Sibgatullah | 7304003 | Graduate | Yes | No | No |
| Nabila Yasmin | 12104215 | Graduate | Yes | Yes | Yes |

| Full name of the respondent | BRACU ID | Do you have a LinkedIn account? | Is your LinkedIn profile updated? | From your point of view, which one is more effective while looking for employment opportunity? |
|-----------------------------|----------|---------------------------------|-----------------------------------|--|
| Ahmad Ullah Adit | 12104133 | Yes | Yes | LinkedIn |
| Md. Touhidul Bari Evan | 12104118 | Yes | No | BDJobs |
| Mohammad Shahedur Rahman | 12104030 | Yes | No | BDJobs |
| Redwana Huq | 12104069 | Yes | Yes | BDJobs |
| Adnan Ahmed | 12104254 | Yes | Yes | LinkedIn |
| Saurav Nandi | 12104086 | Yes | Yes | BDJobs |
| Samsun Nahar | 12104186 | No | No | BDJobs |
| Anamika Almas | 12104126 | No | No | BDJobs |
| Yusuf Ibn Matin | 12104224 | No | No | LinkedIn |
| Naushad Qader | 12104007 | Yes | Yes | LinkedIn |
| Tausif Ahmed Preetam | 11304064 | No | No | BDJobs |
| Smita Mahmud | 12104062 | Yes | Yes | LinkedIn |
| MD. Nakib Imtiaz | 12104074 | Yes | Yes | BDJobs |
| Ishtiaq Ahmed | 12104011 | Yes | Yes | LinkedIn |
| MD. Ruhul Amin | 12104210 | Yes | Yes | LinkedIn |
| Mushfiqa Zahin Chowdhury | 12304052 | Yes | Yes | BDJobs |
| Hasan M Arko | 12104194 | No | No | BDJobs |
| Shejuti Pasha | | Yes | No | BDJobs |
| Sadia Abedin | 13304107 | Yes | No | LinkedIn |
| Tasmia Binte Selim | 12104031 | No | No | BDJobs |
| Syed Nibrash Zaman | 12104197 | Yes | Yes | LinkedIn |
| Fahad Amin Quadery | 12104116 | Yes | No | BDJobs |
| Reazul Islam Ridoy | 12104049 | Yes | Yes | LinkedIn |
| Mahbub Alam | 7104086 | Yes | No | BDJobs |
| Protyoi Sinha Raeq | 12104091 | Yes | Yes | LinkedIn |
| Saiyan Islam | 12204085 | Yes | Yes | LinkedIn |
| Fatema Zohora | 11204094 | Yes | No | BDJobs |
| Md. Samiul Alam | 12104165 | Yes | Yes | BDJobs |
| Hasibul Hasan Khan | 12209027 | Yes | No | BDJobs |
| samira sharmin | 12104185 | Yes | Yes | LinkedIn |
| Abid Salauddin Khan | 12104124 | Yes | No | LinkedIn |
| Tanzeela Hasan | 12104233 | No | No | BDJobs |
| bushra ashraf | 12104030 | No | No | LinkedIn |
| bushra ashraf | 12104030 | No | No | LinkedIn |
| Md. Zubair Rahman | 12104172 | Yes | Yes | BDJobs |
| Naimul Hasan Fayem | 10104088 | Yes | Yes | BDJobs |
| Mahin Mutasim Billah | 12104067 | No | No | BDJobs |
| Syed Tanvirul Hasan | 12104162 | Yes | Yes | BDJobs |

| | | | | |
|------------------------|----------|-----|-----|----------|
| Fatema Tuj Johura | 12104175 | No | No | BDJobs |
| Sakif | 12104130 | Yes | Yes | LinkedIn |
| Zissan Ahmed | 12104151 | No | No | LinkedIn |
| Sayan Das Mishu | 11204076 | No | No | BDJobs |
| Saima Farhana | 12104073 | Yes | Yes | BDJobs |
| Sayan Das Mishu | 11204076 | No | No | BDJobs |
| Salman Sayef Khan | 11204084 | Yes | Yes | BDJobs |
| Randy Godfrey | 12104100 | Yes | Yes | BDJobs |
| Md.Suza-At_Hossain | 12104212 | Yes | Yes | LinkedIn |
| Ariful Alam | 11104030 | Yes | Yes | BDJobs |
| Ariful Alam | 11104030 | Yes | Yes | BDJobs |
| Sakura Afrin Oni | 12104257 | Yes | Yes | BDJobs |
| Sifat khandaker Shoily | 11204080 | Yes | Yes | BDJobs |
| Nafisa Nawal Hossain | 12104253 | Yes | Yes | LinkedIn |
| Shamdanee Tabriz | 11104092 | Yes | Yes | BDJobs |
| Rezwan Rahman | 10104035 | Yes | Yes | BDJobs |
| A.A.M.Sibgatullah | 7304003 | Yes | Yes | LinkedIn |
| Nabila Yasmin | 12104215 | Yes | Yes | BDJobs |

| Full name of the respondant | BRACU ID | What is the purpose of your creating profile in LinkedIn? | | | |
|-----------------------------|----------|---|----------------------------------|--------------------|-------|
| Ahmad Ullah Adit | 12104133 | Job opening search | Professional connection building | | |
| Md. Touhidul Bari Evan | 12104118 | Job opening search | | | |
| Mohammad Shahedur Rahman | 12104030 | Job opening search | Professional connection building | | |
| Redwana Huq | 12104069 | | Professional connection building | | |
| Adnan Ahmed | 12104254 | | Professional connection building | | |
| Saurav Nandi | 12104086 | | Professional connection building | | |
| Samsun Nahar | 12104186 | | | Staying up to date | |
| Anamika Almas | 12104126 | | | | Other |
| Yusuf Ibn Matin | 12104224 | | | Staying up to date | |
| Naushad Qader | 12104007 | Job opening search | Professional connection building | Staying up to date | |
| Tausif Ahmed Preetam | 11304064 | Job opening search | | | |
| Smita Mahmud | 12104062 | Job opening search | Professional connection building | | |
| MD. Nakib Imtiaz | 12104074 | Job opening search | | | Other |
| Ishtiaq Ahmed | 12104011 | | Professional connection building | | |
| MD. Ruhul Amin | 12104210 | Job opening search | | Staying up to date | |
| Mushfiqa Zahin Chowdhury | 12304052 | | Professional connection building | | |
| Hasan M Arko | 12104194 | | | | Other |
| Shejuti Pasha | | | Professional connection building | | |
| Sadia Abedin | 13304107 | | Professional connection building | | |
| Tasmia Binte Selim | 12104031 | | Professional connection building | | |
| Syed Nibrash Zaman | 12104197 | | Professional connection building | | |
| Fahad Amin Quadery | 12104116 | Job opening search | Professional connection building | | |
| Reazul Islam Ridoy | 12104049 | | Professional connection building | | |
| Mahbub Alam | 7104086 | | | | Other |
| Protyoi Sinha Raeq | 12104091 | | Professional connection building | | |
| Saiyan Islam | 12204085 | | Professional connection building | | |
| Fatema Zohora | 11204094 | Job opening search | | | |
| Md. Samiul Alam | 12104165 | | Professional connection building | | |
| Hasibul Hasan Khan | 12209027 | | Professional connection building | Staying up to date | |

| | | | | | |
|------------------------|----------|--------------------|----------------------------------|--------------------|-------|
| samira sharmin | 12104185 | Job opening search | | | |
| Abid Salauddin Khan | 12104124 | Job opening search | Professional connection building | Staying up to date | Other |
| Tanzeela Hasan | 12104233 | | | | |
| bushra ashraf | 12104030 | Job opening search | Professional connection building | | |
| bushra ashraf | 12104030 | | Professional connection building | | |
| Md. Zubair Rahman | 12104172 | | Professional connection building | | |
| Naimul Hasan Fayem | 10104088 | | Professional connection building | | |
| Mahin Mutasim Billah | 12104067 | | Professional connection building | | |
| Syed Tanvirul Hasan | 12104162 | | Professional connection building | | |
| Fatema Tuj Johura | 12104175 | | Professional connection building | | |
| Sakif | 12104130 | | Professional connection building | | |
| Zissan Ahmed | 12104151 | | Professional connection building | | Other |
| Sayan Das Mishu | 11204076 | Job opening search | | | |
| Saima Farhana | 12104073 | | Professional connection building | | |
| Sayan Das Mishu | 11204076 | | | | |
| Salman Sayef Khan | 11204084 | | Professional connection building | | |
| Randy Godfrey | 12104100 | | Professional connection building | | |
| Md.Suza-At_Hossain | 12104212 | Job opening search | Professional connection building | Staying up to date | |
| Ariful Alam | 11104030 | | | Staying up to date | |
| Ariful Alam | 11104030 | | | Staying up to date | |
| Sakura Afrin Oni | 12104257 | Job opening search | | | |
| Sifat khandaker Shoily | 11204080 | | Professional connection building | | Other |
| Nafisa Nawal Hossain | 12104253 | | | Staying up to date | |
| Shamdane Tabriz | 11104092 | | Professional connection building | Staying up to date | |
| Rezwan Rahman | 10104035 | | Professional connection building | | |
| A.A.M.Sibgatullah | 7304003 | | Professional connection building | | |
| Nabila Yasmin | 12104215 | | Professional connection building | | |

10.2 Appendix II (Database of Top Management)

| Industry | Category | CEO / MD Data | CFO Data | COO Data | Head of Marketing Data | Head of HR Data | Head of IT Data | |
|---------------|---------------------------|---------------------|-------------|-------------|------------------------------|-----------------------|-----------------------|-----|
| Banking | Total | 30 | 30 | 30 | 30 | 30 | 30 | 180 |
| | Name found online | 17 | 9 | 4 | | 4 | 16 | 50 |
| | LinkedIn account found | 12 | 1 | 1 | | 3 | 1 | 18 |
| | LinkedIn Not found | 5 | 8 | 3 | 0 | 1 | 15 | 32 |
| | | | | | | | | |
| Cement | Total | 7 | 7 | 7 | 7 | 7 | 7 | 42 |
| | Name found online | 6 | 5 | 7 | 6 | 3 | 1 | 28 |
| | LinkedIn account found | 0 | 3 | 2 | 2 | 1 | 0 | 8 |
| | LinkedIn Not found | 6 | 2 | 5 | 4 | 2 | 1 | 20 |
| | | | | | | | | |
| Ceramics | Total | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| | Name found online | 2 | 1 | 2 | 1 | 1 | 0 | 7 |
| | LinkedIn account found | 0 | 1 | 2 | 1 | 0 | 0 | 4 |
| | LinkedIn Not found | 2 | 0 | 0 | 0 | 1 | 0 | 3 |
| | | | | | | | | |
| Engineering | Total | 32 | 32 | 32 | 32 | 32 | 32 | 192 |
| | Name found online | 9 | 11 | 6 | 4 | 7 | 4 | 41 |
| | LinkedIn account found | 1 | 4 | 1 | 0 | 4 | 2 | 12 |
| | LinkedIn Not found | 8 | 7 | 5 | 4 | 3 | 2 | 29 |
| | | | | | | | | |
| Fin. Ins. | Total | 23 | 23 | 23 | 23 | 23 | 23 | 138 |
| | Name found online | 22 | 18 | 7 | 4 | 8 | 10 | 69 |
| | LinkedIn account found | 6 | 5 | 2 | 0 | 2 | 4 | 19 |
| | LinkedIn Not found | 16 | 13 | 5 | 4 | 6 | 6 | 50 |
| | | | | | | | | |
| Food & Allied | Total | 18 | 18 | 18 | 18 | 18 | 18 | 108 |
| | Name found online | 11 | 3 | 2 | 1 | 2 | 0 | 19 |

| | | | | | | | | |
|--------------------|------------------------|----|----|----|----|----|----|-----|
| | LinkedIn account found | 1 | 0 | 1 | 0 | 2 | 0 | 4 |
| | LinkedIn Not found | 10 | 3 | 1 | 1 | 0 | 0 | 15 |
| | | | | | | | | |
| Fuel & Power | Total | 18 | 18 | 18 | 18 | 18 | 18 | 108 |
| | Name found online | 15 | 5 | 4 | 4 | 3 | 0 | 31 |
| | LinkedIn account found | 2 | 1 | 0 | 1 | 2 | 0 | 6 |
| | LinkedIn Not found | 13 | 4 | 4 | 3 | 1 | 0 | 25 |
| | | | | | | | | |
| IT | Total | 6 | 6 | 6 | 6 | 6 | 6 | 36 |
| | Name found online | 2 | 0 | 1 | 0 | 0 | 0 | 3 |
| | LinkedIn account found | 2 | 0 | 1 | 0 | 0 | 0 | 3 |
| | LinkedIn Not found | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Jute | Total | 3 | 3 | 3 | 3 | 3 | 3 | 18 |
| | Name found online | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | LinkedIn account found | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | LinkedIn Not found | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Miscell. | Total | 12 | 12 | 12 | 12 | 12 | 12 | 72 |
| | Name found online | 8 | 4 | 3 | 2 | 2 | 2 | 21 |
| | LinkedIn account found | 1 | 0 | 0 | 1 | 1 | 2 | 5 |
| | LinkedIn Not found | 7 | 4 | 3 | 1 | 1 | 0 | 16 |
| | | | | | | | | |
| Paper and Printing | Total | 2 | 2 | 2 | 2 | 2 | 2 | 12 |
| | Name found online | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| | LinkedIn account found | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | LinkedIn Not found | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| | | | | | | | | |
| Pharmaceuticals | Total | 27 | 27 | 27 | 27 | 27 | 27 | 162 |
| | Name found online | 25 | 15 | 6 | 5 | 4 | 4 | 59 |
| | LinkedIn account found | 4 | 2 | 4 | 3 | 3 | 2 | 18 |

| | | | | | | | | |
|------------------|------------------------|-----|-----|-----|-----|-----|-----|-----|
| | LinkedIn Not found | 21 | 13 | 2 | 2 | 1 | 2 | 41 |
| | | | | | | | | |
| Real Estate | Total | 4 | 4 | 4 | 4 | 4 | 4 | 24 |
| | Name found online | 4 | 1 | 2 | 0 | 0 | 0 | 7 |
| | LinkedIn account found | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | LinkedIn Not found | 3 | 1 | 2 | 0 | 0 | 0 | 6 |
| | | | | | | | | |
| Tannery | Total | 5 | 5 | 5 | 5 | 5 | 5 | 30 |
| | Name found online | 5 | 2 | 0 | 0 | 1 | 0 | 8 |
| | LinkedIn account found | 3 | 2 | 0 | 0 | 1 | 0 | 6 |
| | LinkedIn Not found | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| | | | | | | | | |
| Telecom. | Total | 2 | 2 | 2 | 2 | 2 | 2 | 12 |
| | Name found online | 2 | 1 | 0 | 1 | 1 | 1 | 6 |
| | LinkedIn account found | 2 | 1 | 0 | 1 | 1 | 1 | 6 |
| | LinkedIn Not found | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | |
| Textile | Total | 42 | 42 | 42 | 42 | 42 | 42 | 252 |
| | Name found online | 29 | 12 | 3 | 2 | 1 | 2 | 49 |
| | LinkedIn account found | 6 | 4 | 1 | 0 | 1 | 2 | 14 |
| | LinkedIn Not found | 23 | 8 | 2 | 2 | 0 | 0 | 35 |
| | | | | | | | | |
| Travel & Leisure | Total | 4 | 4 | 4 | 4 | 4 | 4 | 24 |
| | Name found online | | | | | 0 | 0 | 0 |
| | LinkedIn account found | | | | | 0 | 0 | 0 |
| | LinkedIn Not found | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | 240 | 240 | 240 | 240 | 240 | 240 | |

10.3 Appendix III Q

| | Gender | | Publicly visible (Y) | | Percentage | |
|--------------------|--------|--------|----------------------|--------|------------|--------|
| | Male | Female | Male | Female | Male | Female |
| Banking | 15 | 2 | 12 | 2 | 80% | 100% |
| Cement | 9 | 0 | 8 | 0 | 89% | |
| Ceramics | 3 | 0 | 2 | 0 | 67% | |
| Engineering | 12 | 0 | 11 | 0 | 92% | |
| Fin. Ins. | 18 | 1 | 13 | 0 | 72% | 0% |
| Food & Allied | 2 | 2 | 1 | 2 | 50% | 100% |
| Fuel & Power | 6 | 0 | 4 | 0 | 67% | |
| IT | 3 | 0 | 1 | 0 | 33% | |
| Jute | 0 | 0 | 0 | 0 | | |
| Miscell. | 4 | 1 | 4 | 1 | 100% | 100% |
| Paper and Printing | 0 | 0 | 0 | 0 | | |
| Pharmaceuticals | 14 | 4 | 10 | 3 | 71% | 75% |
| Real Estate | 1 | 0 | 0 | 0 | 0% | |
| Tannery | 6 | 0 | 4 | 0 | 67% | |
| Telecom. | 6 | 0 | 6 | 0 | 100% | |
| Textile | 13 | 1 | 7 | 0 | 54% | 0% |
| Travel & Leisure | 0 | 0 | 0 | 0 | | |

| | Availability | | | Exposure | | |
|-----------------------|----------------------------------|--|------------|-----------------------|---------------------|--------------|
| | LinkedIn Account Available | LinkedIn Account Unavailabl e | Total | Total | 500+ connections | Percentage |
| Banking | 18 36% | 32 64% | 50 100% | Banking | 17 | 8 47% |
| Cement | 8 29% | 20 71% | 28 56% | Cement | 9 | 3 33% |
| Ceramics | 4 57% | 3 43% | 7 14% | Ceramics | 3 | 0 0% |
| Engineering | 12 29% | 29 71% | 41 82% | Engineering | 12 | 4 33% |
| Fin. Ins. | 19 28% | 50 72% | 69 138% | Fin. Ins. | 19 | 4 21% |
| Food & Allied | 4 21% | 15 79% | 19 38% | Food & Allied | 4 | 4 100% |
| Fuel & Power | 6 19% | 25 81% | 31 | Fuel & Power | 6 | 0 0% |
| IT | 3 100% | 0 0% | 3 | IT | 3 | 1 33% |
| Jute | 0 #DIV/0! | 0 #DIV/0! | 0 | Jute | 0 | 0 #DIV/0! |
| Miscell. | 5 24% | 16 76% | 21 | Miscell. | 5 | 2 40% |
| Paper and Printing | 0 0% | 2 100% | 2 | Paper and Printing | 0 | 0 #DIV/0! |
| Pharmaceutical s | 18 31% | 41 69% | 59 | Pharmaceuticals | 18 | 9 50% |
| Real Estate | 1 14% | 6 86% | 7 | Real Estate | 1 | 0 0% |
| Tannery | 6 75% | 2 25% | 8 | Tannery | 6 | 2 33% |
| Telecom. | 6 100% | 0 0% | 6 | Telecom. | 6 | 4 67% |
| Textile | 14 29% | 35 71% | 49 | Textile | 14 | 3 21% |
| Travel & Leisure | 0 #DIV/0! | 0 #DIV/0! | 0 | Travel & Leisure | 0 | 0 #DIV/0! |